

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND THREE HUNDRED AND EIGHTY-SIXTH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, September 6, 2002

The Board of Trustees met at its regular monthly meeting on Friday, September 6, 2002, at The Ohio State University College of Veterinary Medicine, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meetings were approved.

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The Chairman, Mr. Patterson, called the meeting of the Board of Trustees to order on September 6, 2002, at 10:50 a.m. He requested the Secretary to call the roll.

Present: James F. Patterson, Chairman, Zuheir Sofia, Tami Longaberger, Daniel M. Slane, Robert M. Duncan, Karen L. Hendricks, Dimon R. McFerson, Joseph A. Shultz, and Paula A. Habib.

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CHAIRMAN'S REPORT

Mr. Patterson:

I want to note a couple of things for you. First -- and you might think here is another thing from an agriculture guy -- I received an invitation and the opportunity yesterday to visit The Ohio State University Centers for Research at Piketon (South Centers), south of Waverly, Ohio. I'd never been there, so I had an opportunity to tour this facility. I couldn't stay for the whole tour, but what an interesting process. I keep being amazed.

We talk about a number of things that we think Ohio State should be doing. When you go and see facilities like that, and you hear what they're doing -- you know what? They're already doing some of those things. You think, "Okay, it's an agriculture and extension facility and yes, they are doing some of those things." They're doing some cutting-edge things, particularly in some of the areas that I work in. They are also doing things like raising shrimp. I had some of their shrimp and suggested to them that they need to do that in collaboration with vegetable crops. Sometimes when I eat shrimp, I feel the sauce is the most important part of it.

You should also know that they are doing some other great things. For the trustees, I couldn't help but think of David Brennan when I was visiting. One of the things that David had a lot of feeling for was this whole area of distance education and they are doing it. We have all sat in meetings here where we've talked about distance education in terms of teacher certification, in terms of nurses, the medical school, continuing education, and those kinds of things. They have a whole area serving sixteen Appalachian counties where, in cooperation with our College of Education, they are offering teacher certification.

There is a whole wing of the facility -- and they are adding to it -- strictly dedicated to a business incubator for innovative technologies and new economic development. This is an ongoing partnership with our SciTech Center and Business Technology Center. The point is, it is not just agriculture -- it is the whole of the University. Again, it was another one of those things that you don't often see. When you take the opportunity and go there you end up saying, "Oh my gosh, look at the things that Ohio State is doing and the breadth of the reach of the University." So I wanted to note that to you.

The second thing I want to touch on is the service of Bill Napier as our Board Secretary. Bill has worked for the University twice. Some years ago he was here and received his Ph.D. degree, and then he went off and on to other things. In 1996 we were discussing how to best fill the role of Secretary of the Board, and at that time I had the opportunity to be on that review committee. We interviewed different candidates and decided that Bill Napier was the gentleman that we wanted to be Secretary of the Board of Trustees.

At the conclusion of today's meeting, Bill's service as Secretary of the Board will officially end. I would say over the past several months, if not year or two, one of the areas that has been of utmost interest to the Board of Trustees has been in the whole area of government relations. It is so important that the University

CHAIRMAN'S REPORT (contd)

Mr. Patterson: (contd)

interact with these different groups – elected officials, regulation agencies, granting agencies, NIH, National Science Foundation -- in addition to the national associations that we belong to such as NASULGC and AAU. It is imperative -- and I'm sure that all of you who read the papers know how critical it is here in the State of Ohio – what and how the legislators, the Governor, and the Executive branch feels about Ohio State and that those relationships be the best that they can be.

So with that in mind, the Trustees supported the effort to increase this whole area of government relations and have asked Bill Napier to serve as acting vice president. It is on the agenda today to create the position and to name Bill to that position. There will be a search conducted on the position. This is a position that Bill Napier is extremely well-suited for, and so we're looking forward to working with him.

I want to acknowledge all of his assistance to the Board of Trustees these past years as secretary, and wanted to note it for the record.

Dr. William J. Napier:

Thank you, Mr. Chairman.

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PRESIDENT'S REPORT

President Edward H. Jennings:

You know, Jim, bragging about the College of Food, Agricultural, and Environmental Sciences -- and I don't want to pump the Ag folks up too much -- but I think we also should recognize that we are embarking on the Gateway Project. A major part of the Gateway Project is dealing with the neighborhood around that area. That neighborhood, for those of you who know the area well, is truly one of the poorest neighborhoods in Columbus, and the College of Food, Agricultural, and Environmental Sciences' Extension operation is deeply involved in that neighborhood. As a matter of fact, they already have a facility in that neighborhood and are moving forward with that.

I say that in that context because this is something that Extension has been doing since the beginning of Ohio State -- going into underserved neighborhoods. In 1870 and 1880 it was in the very rural areas and today it is the inner city areas. OSU Extension is in downtown Columbus, associated with our Gateway Project, but also in downtown Cleveland and downtown Cincinnati. They are very active in the inner city. It is not just farming anymore, Mr. Chairman.

Today, as we approach the beginning of a new academic year, I'd like to give you a brief review of two initiatives in which we are making great progress to make Ohio State an even stronger and more valuable University to our students, faculty, and staff, as well as the people of the State of Ohio.

First of all, I'd like to talk about the work we are doing to further strengthen and improve efficiencies in Ohio State's arts and sciences core. The arts and sciences stand, truly, at the heart of our University's and any university's education program. Any great university must have, indeed, a core of outstanding faculty and top-level programs in the arts and sciences. In fact,

PRESIDENT'S REPORT (contd)

President Jennings: (contd)

America's public research universities are held in the highest regard around the world because of our ability to combine full liberal arts education with professional education and training. At Ohio State, we are blessed with a very strong arts and sciences core, and, indeed, many of our highest-ranked programs are in the arts and sciences and have been the recipients of our internal Selective Investment Awards.

In January, Executive Vice President and Provost Ed Ray announced the establishment of a special committee to review the structure of the arts and sciences at Ohio State. Unaware of other duties I might pick up a little later, Ed asked me to chair that group and I was pleased to do that. I might add that I was also pleased to resign that chair when I took on my interim president activities. I was also enormously pleased that the high quality of our arts and sciences faculty was reflected in the exceptional make-up of that committee.

The committee includes five senior faculty members from the arts and sciences, and I'd just like to name them to give you a flavor of the strength of this committee and their recommendations about to be presented: Kathy Borst-Jones, College of the Arts; Joe Ferrar, College of Mathematical and Physical Sciences; Barbara Hanawalt, College of Humanities; Richard Petty, College of Social and Behavioral Sciences; and Roy Stein, College of Biological Sciences. Also serving on that committee are people outside the arts and sciences but who are deeply affected by what arts and sciences accomplishes: Dean David Andrews, College of Human Ecology; Associate Dean Robert Gustafson, College of Engineering; and Professor Rebecca Jackson, College of Medicine and Public Health, who also represents the University Senate's Council on Academic Affairs. Those of you who have been around Ohio State will know that Rebecca is an M.D. in Dr. Sanfilippo's college, and her mom was an associate provost at Ohio State for many years.

The committee has been meeting regularly. It met with the current deans of the five colleges of arts and sciences individually; it has reviewed the organizational structure of arts and sciences at some of our benchmark institutions -- institutions like UCLA, University of Wisconsin, University of Michigan, and so forth -- and has spoken with colleagues and deans at those universities. It should be noted that the organizational structure at most of those benchmark institutions provides a more central role to the arts and sciences than it currently does at The Ohio State University.

Joe Ferrar, former chairperson of the Department of Mathematics and now chair of that committee, is a well-respected faculty member. He has been committed to and active in arts and sciences for more than thirty years. I am expecting an interim report from the committee this month and will seek appropriate consultation from the various affected parties on its recommendations at that time. Having strong arts and sciences activity at a university is indeed important to the entire university, and I want to ensure that we do everything we can to organize the arts and sciences in such a way to make that importance clear and meaningful to the entire University. We will have those recommendations this month, and we will hope to act on those recommendations with the appropriate consultation probably sometime in October or early November.

While our initiatives in the arts and sciences now represent part of our efforts to pursue the Academic Plan goals related to improving our academic programs and providing some enhanced services to our students, we are also making great progress in our goal of building a better-prepared student body. I am enormously

PRESIDENT'S REPORT (contd)

President Jennings: (contd)

proud to see the successful efforts that have been made across the University to bring in well-prepared students and to help them succeed.

As all of you know, each fall quarter since 1996, we have admitted a new freshman class that has been more academically prepared and higher achieving than any Ohio State class to come before them. That of course means that our current student body -- because they started in 1996 we hope most of them are out of here by now, but some of them are probably still here -- reflects that improving quality all the way along. Those students have progressed toward their degrees in record numbers. Again, not always in four years, but they are graduating. As a consequence not only is the freshman class strong, but the entire undergraduate student body is stronger than it's ever been. There are exceptional students doing remarkable work in the classroom, in the research lab, in the studio, and in the community.

This fall, our recruiters and the admissions office have had a much more difficult challenge than in times gone by. The overall size of the high school senior class nationwide is two percent smaller than the previous year, which by definition increases the competition for all students. Some indicators showed that prospective students tended not to travel as far to their universities in the wake of the 9/11 disaster. Despite these recruiting challenges, our Autumn 2002 freshman class that will arrive in a couple weeks will be virtually identical to the record-setting 2001 class in terms of academic development, academic achievement, and academic diversity.

Preliminary figures show that the average ACT score will be 25.2 -- the same as last year's, and that score equates to the top 18 percent nationally. That is to say, the average student is in the top 18 percent at Ohio State. The national average, incidentally is 20.8. As an indication, when I arrived at The Ohio State University in 1981, our freshman class' ACT score was slightly below the national average, and now it's in the top 18 percent. About one-third of the class will come from the top 10 percent of their high school class and two-thirds of the class will come from the top 25 percent of their class. The class is also very diverse racially and ethnically, and it includes students from every area of the state -- rural and urban -- as well as many students from across the nation as well as overseas.

In addition to the outstanding efforts of our recruiters, one important reason our class profile remained so strong this year was the University's commitment to shelter need-based students from the effects of the large tuition increases we were required to make. We dedicated in this budget \$3 million in grants and aid to cover 100 percent of the cost of the fee increases above the standard six percent. In fact, that was the very first item funded from that tuition increase. We are absolutely committed that no academically eligible student will be turned away from Ohio State for financial reasons.

Now, with that type of concern for our students and for academic excellence, I know that over the next several years, we will continue to improve the profile of our student body, as well as the retention and graduation rates of our students. And indeed, we will surpass, I believe, in the not too distant future, our friends up north and around the country. I know Martha, I'm stretching it too much, but we need to stretch ourselves.

I would also like to mention two very important appointments that are being made to help us more effectively deal with the financial challenges and the growing number of issues. I'd like to second Chairman Patterson's remarks about one of

PRESIDENT'S REPORT (contd)

President Jennings: (contd)

those appointments – the appointment of Bill Napier to the new position of vice president for Government Relations in an acting capacity.

Bill has worked in government relations, as Chairman Patterson indicated, since the 1970s and has worked enormously well with the General Assembly. He has essentially worked in higher education all of that time, except for a short sojourn into the Celeste administration in the 1980s. But he has worked for Ohio State and the region and has done a marvelous job. As Chairman Patterson indicated, we have put together a search committee chaired by Bobby Moser, and I'm confident that that search committee will move forward.

We've also asked University Treasurer Jim Nichols to serve as acting senior associate vice president for Business and Finance for the current fiscal year. In addition to his current duties as university treasurer, Jim will take on management responsibilities for Facilities Planning and Development, Physical Facilities, the minority business development initiative, and some other small duties. This move helps us to take better advantage of Jim's wide experience and knowledge and, at the same time, allows Bill Shkurti to devote more of his time to his role as chief financial officer during this time of financial stress. And indeed we are in financial stress. We are not only going to be working Jim very hard, but we're going to probably be working Bill Shkurti much harder than we've been working him in times gone by, even though he's going to have some help.

Before I conclude this morning, I'd like to mention just a few truly outstanding honors that Ohio State faculty have received in the past few weeks. First, Albert de la Chapelle, director of the Human Cancer Genetics Program at the Comprehensive Cancer Center and holder of The Leonard J. Immke, Jr. and Charlotte L. Immke Chair in Cancer Research, has won the 2002 Mauro Baschiroto Award for outstanding achievement in the field of human genetics. The award is presented annually by the European Society of Human Genetics, and Dr. de la Chapelle accepted that award in Strasbourg, France, this past week.

Another significant award went to Professor Sally Miller, a plant pathologist with the Ohio Agricultural Research and Development Center. She earned the American Phytopathological Society's 2002 International Service Award for her work improving pest management techniques in nations such as Bangladesh, the Philippines, and Ukraine.

I'd also like to mention two significant new studies taking place at Ohio State. First, we will receive \$9.1 million to carry out part of a major osteoarthritis study at the University College of Medicine and Public Health. The work is funded by the National Institutes of Health and several pharmaceutical companies, and Dr. Rebecca Jackson in endocrinology is serving as our principal investigator.

Also, the U.S. Department of Education has awarded Ohio State a \$1.5 million grant for a five-year program to recruit and retain students who are children of migrant, agricultural, or seasonal workers. Leading that effort will be Assistant Vice Provost of Minority Affairs Jose Villa. Dr. Villa is here today, and is coming back to Ohio State, and I'd like for him to stand and be recognized by us.

Jose is especially qualified to head this College Assistance Migrant Program (CAMP) because he himself is the son of migrant workers, and he continued to work with his family in the fields even while he attended college. Later he earned his Ph.D. degree at The Ohio State University. So he is coming back to us and

PRESIDENT'S REPORT (contd)

President Jennings: (contd)

we're very pleased that he is here to help many more children of migrant workers follow in his footsteps toward a brighter future.

Finally, on behalf of the entire University, I would like to extend my very grateful thanks and appreciation to Ohio State's long-time friend, and friend of mine, Betty Schoenbaum, for her generous gift of \$2.5 million to the College of Human Ecology to create an early childhood development center in the Weinland Park neighborhood just east of campus that we were mentioning earlier as part of the Gateway Project. This gift represents the largest gift ever to the College of Human Ecology, and the new center will be a key venue for linking Ohio State's resources with the needs of our immediate neighbors.

By the time of the next Board of Trustees meeting in October, The Ohio State University will have a new president, and my very brief tenure as interim president will have ended. So, I'd like to take this opportunity to express my gratitude to the Board and to all of the staff who have helped me greatly in these three months. Thank you for the opportunity to serve as interim president of this great University.

The Ohio State University has been the center of my professional career for the last twenty-odd years, and it was a special thrill for me last week to preside over a commencement ceremony where nearly 2,000 Buckeye graduates prepared to head out into the world with the enormous advantage of an Ohio State education. I mention that because commencement is what we're really about at a university. When we have commencement, that's the production of our product. Those of you who haven't come to a commencement – shame on you. It is one of the great celebrations of Ohio State. All of you faculty that aren't required to come to commencement, get out there. It's an interesting activity.

During these three months, I have spent much of my time meeting with and listening to faculty and they give me great hope for Ohio State's continued success in meeting the goals of our Academic Plan. Despite difficulties, our University is in excellent condition, and I can't overstate the tremendous value of our faculty to our students, to the institution, and to the State of Ohio. They are a great source of innovation and wisdom for our state's education system and for its overall economy.

I look forward to working with Dr. Holbrook for a smooth transition into her presidency. I'll watch with great interest as she leads this special University to greater heights. I am absolutely confident in her leadership, and I'm absolutely confident that we will move forward in magnificent ways under Dr. Holbrook's leadership. She is a great person, and I know all of you are going to fall in love with her just as I have.

Mr. Chairman and members of the Board, that completes my report.

Mr. Sofia:

That's wonderful – a great report. I meant to say something about the arts and sciences. I think this is a tremendous step for Ohio State. I applaud your commitment, Dr. Jennings, and all of the wonderful committee members. I really hope that we can accomplish this very fast. Thank you.

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COLLEGE OF VETERINARY MEDICINE PRESENTATION

Mr. Patterson:

We want to thank the College of Veterinary Medicine and their dean, Glen Hoffsis, for hosting us today. I had the opportunity to be in this building for a University Foundation dinner and the dinner started about 30 seconds after they finished the building.

Glenn Hoffsis and I go back a long way. There are a number of you that I've known, but I think I've known Glen longer than anyone in the room. I thought maybe a bit of trivia might help you realize the relationship that the two of us have. Both of us met and married the two members of the 1963 AGR Sweetheart Formal that were on the court – they were the only two on the court! Now you can't say that you haven't learned something today.

Glen is one of those individuals for whom I have, for many years, had a tremendous amount of respect. I recall when the vacancy in the deanship occurred in the Veterinary College and I was on the Board. There were people that were contacting us, both within and outside of the University – people involved in the veterinary industry -- who thought that Glen was one of the greatest people in the world.

Glen has been a leader in much of the effort in some of the cutting-edge things, particularly as it has to do with cattle. He is tremendously respected. I have had the occasion to get to know a number of the other folks in the Veterinary College. I see Steve Reed in the back of the room. Some of these folks have been involved very much not only within the Veterinary College, but are recognized nationally and internationally -- people like Steve. In addition to that, these people have been leaders here on campus as well.

Glen, thank you, again, for hosting us today. I'd like to call on Glen now to tell us a little bit about the Veterinary College.

Dr. Glen F. Hoffsis: [Power Point Presentation]

Thank you, Jim. Chairman Patterson, members of the Board of Trustees, President Jennings, administration, and guests – welcome to the College of Veterinary Medicine.

It is a real pleasure and an honor to be able to host the Board meeting in our brand new academic building and especially in this Wexner Family Auditorium. I'd like to recognize Mr. Dan Patton, the head of our information technology section, for assisting me this morning.

The College of Veterinary Medicine goes back a long ways. We were one of the first colleges on the campus, starting in 1885. This slide shows the site of the very first veterinary hospital, which was located on Neil Avenue and sat on the site of the present Drees Laboratory. There are only twenty-seven colleges of veterinary medicine in the United States and four in Canada. They are all in major land-grant universities, and they're all very fine institutions. You can see that there is only one in Ohio and we cover a very large geographic area.

I'd like to say something about our students. Our curriculum is four years. We take 135 students per year; 90 of them are from Ohio, and the balance comes from an at-large pool. The majority of them have bachelor's degrees and many of them will have an advanced degree. It's very competitive. We have well over 1,000 applicants for those 135 slots, so these are talented students. For example, their average GPA upon entry is a 3.6, and their GRE is around 1900.

COLLEGE OF VETERINARY MEDICINE PRESENTATION (contd)

Dr. Hoffsis: (contd)

So they are very talented people indeed. They spend most of their first two years in didactic courses, doing basic science education.

I also wanted to reflect on our faculty. This slide shows Dr. Charles Capen, one of our faculty. He is one of a very few, maybe just two, members of the National Academy Institute of Medicine. He is also one of two members on our faculty who are University Distinguished Professors.

The Board has been interested in distance education, and I wanted to show you something here that Dan's pulling up live on the Internet. We call this "Web Vet," which is a supplement to our educational program. You can see some of the courses that our faculty and IT people have developed. He is going to pull up one here just as a demo, a case presentation – this Airedale – that a student can work through with a professor, and it's interactive. So you go through all of the signalmen, and the examination, and the treatment. Here we have in this radiograph normal vertebra, normal vertebra, normal vertebra – uh oh, this Airedale ate somebody's vertebra.

The final two years are spent mostly in clinical work, and we have our very own large veterinary referral hospital that sees about 30,000 patients per year. They're referred in from the public from all over the region – Ohio and beyond. Many species are involved – all of the farm animals, exotics, and companion animals of various sorts. Students are involved in every single one of these cases in some way – in doing the physical exam and being supervised in their work. One of the benefits in dealing with these large patients is that you can have everybody doing physical exams all at once.

This is Dr. Alicia Bertone, The Trueman Chair in Equine Clinical Medicine and Surgery – this is the very first endowed chair ever in the history of the College. You can see the teaching experience that our students are receiving and everybody's paying attention.

Graduation, as the president just pointed out, is the culmination. This is our oath and hooding ceremony. Awaiting these students is a large number of jobs – employers love Ohio State veterinary graduates. They all have three or four job opportunities. Most of them do companion animal practice or other kinds of practice. We have graduated some 7,000 in the history of our college, and we're proud of all of them. But I just wanted to point out a couple of them today, doing work that you might not realize veterinarians would be engaged in.

You want to talk about outreach? We have outreach. This shows Dr. Rick Linehan – he has the distinction of having fixed the Hubble telescope just earlier this year. And we're happy that he remembers his roots [slide shows OSU flag]. Dr. Linda Detwiler, at the USDA, is the veterinarian in charge of all of the control programs for preventing Mad Cow Disease from entering the country. It all falls on her to protect our food supply. Veterinarians are heavily involved in food safety and bio-security, and particularly in this time of bio-defense when many of the agents such as anthrax that are being talked about are basically animal pathogens.

And you've been hearing a lot about the West Nile virus. We are pleased that Dr. Bill Saville, an extension veterinarian on our faculty, is in charge of the entire State of Ohio's educational program with regard to the West Nile virus.

We're very proud of our research program and the unique place that we play in biomedical research. Our specific research focuses on animal diseases that can

COLLEGE OF VETERINARY MEDICINE PRESENTATION (contd)

Dr. Hoffsis: (contd)

serve as models of human disease. In doing this research, we can serve both man and animals. Our research is funded by the National Institute of Health, USDA, other federal agencies, and industry – pharmaceutical companies, etc.

The greatest success we've had in our research program was with the development of the feline leukemia vaccine by a group of our faculty a few years ago. The patent from this has yielded some \$20 million in royalties, which is still the highest yielding patent ever in the history of Ohio State. It was developed right here. Even more important was the fact that this not only helps with our knowledge about human disease processes with the retrovirus that causes both human and animal disease, but also it saved hundreds of thousands of lives of cats around the world.

We made a commitment a few years ago that we would build distinctive buildings in this college. We wanted to build buildings the quality of which would reflect the quality of the programs that they contain. So this shows our Galbreath Equine Center – the view that you would get from State Route 315. This building was opened in 1997.

This slide shows the building that you're in – our new academic building – and the Wexner Family Auditorium. We have another auditorium that is identical to this one and it is being built just across the corridor and is under construction at the moment. The building houses the administration, a grand lounge right outside the door, teaching laboratories, a computer laboratory, library, and research laboratories.

Also we're very proud of this space, yet to be developed, which will be an irrigated, beautifully landscaped plaza that we're hoping will be an extended classroom. It's going to be something that will enhance the learning experience and it will create a campus atmosphere for our college.

The complex has 110,000 square feet and cost \$26 million. We raised \$8 million in private funds of which, Jerry, we still have \$2.5 million to go. But we're going to make that.

A little bit about the make-up of our college – we're a top-tier ranked program. The last *U.S. News and World Report* ranked us 6th in the nation among all of these 27 and four Canadian schools – very fine institutions in their own right. So what we do is benchmark against our peer institutions. These are generally the colleges that rank above us and the blue shows our Big Ten counterparts. We benchmark against this group – we are shown in red.

In terms of numbers of professional students, we rank near the top. We have a large, robust program and we don't give up anything in quality. Our students would rank with anybody in our peer group. In numbers of faculty, we have a modest number, but our student faculty ratio because of that is the least favorable of our peer groups. If you look at tuition and state support per graduate, we have the lowest cost per graduate of not only our peer group, but of every single one of these twenty-seven veterinary schools in the country. So what we have here is an extremely high-quality educational program with the most efficient use of resources of anybody in the country.

So we reached a point a year and a half ago when we had reached and achieved all of our short-term goals. We embarked on a strategic planning process to figure out what the next steps are for us. We already recognized that we are a top-tier program and we're already doing a good job. What's the next step for

COLLEGE OF VETERINARY MEDICINE PRESENTATION (contd)

Dr. Hoffsis: (contd)

us? We decided, as a faculty, that we're going to stretch and push a little further and we created the vision that we're going to become the premier veterinary college in North America. Is that out of our reach? Is it too far? Some might think so. But we're in a place where it is within range; if we did certain things, we could get there. So we asked our faculty to characterize what would be the characteristics of the premier institution and how do we close the gap? What it is in a nutshell is if we obtain thirty additional faculty who are research intensive -- 75 percent or so of their time devoted to research -- and if we can obtain \$20 million in sponsored research, because of our efficiency in the program we will become the premier veterinary college in North America.

So how are we going to do this? Under budget restructuring, here are the sources of funds: tuition, state subsidy, and the veterinary teaching hospital, which currently is going at about a \$1 million a month. Those sources of revenue are primarily brought to bear on the teaching program. But we have sponsored research with the indirects that they accrue, and also our development activity. This is where we're going to have to center most of our program for funding our strategic plan.

How have we done on this? We've basically been doing pretty well -- we've about doubled in the last five years in cash gifts, which doesn't include any of the deferred gifts. So in the past five years, we've pulled in about \$15 million -- you can build quite a bit of program with \$15 million. That included four endowed chairs -- the very first endowed chairs in the entire history of our college and all in this timeframe -- two endowed professors, and 15 additional scholarships. So, Jerry, we're raising the bar. Our new goal is \$12 million in cash gifts, and if we can do this, we will become the premier college.

Well, we've been talking a lot about numbers and buildings and things, and it's not really about that. What it's really about is helping animals and helping people. This is a great profession, it's a great college, and this is a great place to build a career.

I appreciate all of you coming. You can take a look around the building. We invite you to do that and if you'd like a tour we'll arrange that. It's a pleasure to have you meeting in our facilities. Thanks very much. I'll take any questions you might have.

Ms. Hendricks:

How much in sponsored research did you have this past year? I mean, if you need \$20 million --

Dean Hoffsis:

We're doing right between \$5 million and \$6 million. Thank you very much.

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IMPORTANCE OF FACULTY-STUDENT INTERACTION

Mr. Eddie Pauline:

First of all, I want to introduce Dr. Bernie Erven from the prestigious College of Food, Agricultural, and Environmental Sciences. Dr. Erven is here to accompany me with the presentation about faculty and student relationships and talk about it

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

Mr. Pauline: (contd)

from his perspective; not necessarily representing the views of all faculty, but singling out his own experience.

You're receiving a copy of a document that we put together a couple of weeks ago and have been circulating around the University to see what kind of feedback we get on it. The title of it is, "The Importance of Faculty and Student Interactions." This is a document that was put together as a proactive approach to deal with an important issue [inaudible] statistics along with it. If you go and survey students on campus they probably aren't talking about this, but we feel that it is very necessary in order to make the direction we're going with Ohio State positive.

The reason for the document is something that's being talked about by a lot of people and is a presence of a cultural change on campus. Obviously, we are a different institution from ten years ago or from even five years ago. We have selective admissions and we focus more on research. We struggle with research and selective admissions and maintaining our land-grant mission – it's definitely a different University. Our ACT scores have jumped up tremendously in the last five years and we, as an institution, are definitely changing.

There is a shift in priorities, as I mentioned before. It is now the job of faculty members not to fail you out of school, but to graduate you. Everyone is concerned about graduating us and making us productive, tax-paying citizens in the State of Ohio, and that definitely is a priority.

The other reason for the document is that we have noticed the importance of community around campus. Why are things like the campus riots happening? Are we losing pride for our school? People are becoming decentralized. As we can see from our budget model, it complements that. There is lots of pride for your specific college, but is there as much pride as there could be for the entire Ohio State University? That remains a mystery.

There is a lack of a central gathering point on campus. You can see many more individual cafeterias being put up across campus. No one goes to the Union anymore to eat together. That's kind of an interesting observation. There is much attention paid to the incoming class – the freshman. We complement them and we have programs for them. There's lots of attention paid to graduating students when they leave. But what about the people that are in the middle? Are we really having a dialogue with them and are we providing services to them that they really need in that time of being in limbo?

Why have we decided that faculty and student relationships are the foundation for improving all this? Well, as Dr. Jennings alluded to, the faculty are the main root of the University. Along with that root are the students – without faculty and students, then we don't have a University. It's a basic concept. As we prepare to work on the problems addressed earlier that I mentioned, it's important to note the budget restructuring too will become more important than ever.

I don't want to offend anybody, but we run the risk of students being seen as dollar signs for departments instead of actual students. That is a problem that no one probably wants to have, but is maybe inherent with that concept of budget restructuring and just generating revenue from how many students you have in the class. The faculty and their relationship with the students is probably the best preventative measure to avoid that sort of idea. As long as students and faculty are having a relationship, they're not going to be seen as these dollars signs.

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

Mr. Pauline: (contd)

They're going to be seen as real people, real students, real learning machines, and that's going to help the situation.

Other reasons that faculty and student relationships should be the foundation for improvement is because we have selective admissions. Students are better prepared for Ohio State. They've been dealing with a lot of people in their high school experience. The reason they are successful is because of the relationships that they've had with other people.

For example, I consider myself a pretty successful student and I didn't just make up all this stuff. I have talked with people, I've had relationships with people that are passionate about things, and it's inspired me. If you're not getting that sort of relationship from your University experience, that's something that needs to change.

Lastly, and probably the most important reason that student-faculty relationships are important, is because of the aspect of community that I mentioned earlier. Too often students, faculty, staff, and the administration are off in their own worlds worrying about their own concerns, and enhancing faculty-student relationships could be a vital first step in improving that mentality.

So how do we go about doing this? In your handout -- I'm not going to go over each one specifically -- we mentioned five specific bullet points that talk about things that we think could help inspire this improved relationship. They range from ideas of faculty being more of advisory people for students. Not in the sense of being technical advisors, like dealing with schedules and filling out the proper graduation paperwork, but being more of an intellectual advisor. Someone students can go to to have these conversations about the things that they're interested in, about the things that they're practicing in class. If we can make students interested in the stuff that they're talking about in class, then definitely they can carry that conversation outside of the classroom and have that conversation with more people.

Other ideas that we had in the document include things like having students more involved in faculty-monitored research. We feel that if students can work with faculty members in a research setting that will inspire more research commitment from the students in the future. Getting faculty more involved in extracurricular activities outside of the classroom. We found that 80 percent of your time here at Ohio State is probably spent outside the classroom. The faculty need to be involved in that and if we're only seeing faculty members 20 percent of the time, that needs to change as well.

So the reason we don't have these good relationships now is a shift in priorities. The demands placed on faculty members are focused on research and publishing documents. And as human beings, that doesn't allow them the time to have these nice relationships with students. We need to change that and probably the best way to do that -- to create this incentive for having these better relationships -- is to change the reward structure for faculty members.

Right now, the formula is set up that you get rewarded for your research. And that's fine and good, and that's important because we are a research institution. But, at the same time, we have a responsibility to educate people. We have a responsibility to create mature, committed, community-minded adults, and we don't want to lose out on that opportunity by not letting these students experience the greatness the faculty members possess. So we want to make sure that we can guarantee that mentality.

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

Mr. Pauline: (contd)

While I was talking to faculty members about this, there was a sense that I was trying to put all of this on to the faculty members, that it was their responsibility to solve all these problems. That's simply not true. We at least want the faculty members to create an inviting atmosphere for the students to approach them. We want to end the mentality where students don't feel comfortable going into office hours with faculty members. Some faculty members say that some of their loneliest times at this University are spent during their office hours each week and that's unacceptable.

At the same time, if the faculty member comes into a classroom, doesn't introduce him or herself, goes on to the lecture, and runs out of the room quickly after class, that really doesn't create an inviting atmosphere. What did you learn about that person? What are they passionate about? Once you have that personal relationship set up with this faculty member, then you're more inspired to go and find out more from this faculty member. But after that point, it is totally up to the students. It's a dual responsibility here. The faculty members need to want this relationship and the students need to realize that there is a huge benefit gained from talking with their faculty members and learning from them.

We have good examples of this happening within Ohio State right now. The College of Food, Agricultural, and Environmental Sciences seems to be doing the right thing. They have a long tradition of creating a lot of good faculty-student interactions. There are different departments around the University – geology is one. Since there are only 30 geology majors, you really can have some good conversations with your faculty members. Political Science is another one that does a really good job.

I mentioned honors before as a good example, but that's probably not the best example. We want to make sure that not only the students with the 3.9 GPA are getting this faculty-student interaction, but that we're allowing even students with the 2.1s and the 1.5s the chance to go in and talk to their faculty member who would perhaps inspire them to become more passionate about what they're doing. It seems like those people are being left out. So we want to change that.

Again, it is a two-part, dual role. We want to make sure that the faculty members are communicating this to each other, as well as students communicating to other students about how important it is to go in and realize how much you can learn from your faculty member.

Probably my main point in this whole thing is that we will not fix all our problems at this University by getting better students to come here. We have to change fundamentally as a University and realize all the constituents involved. All those people need to change along with the student body that's coming in and changing.

We must realize structure and statistics aren't enough to address the serious challenges we face with becoming the best university we can be. Our success is dependent on the people at this institution, the roots of the University, which are, again, our faculty and students. There's a great amount of potential there and I leave it up to the administration to figure out how exactly to address this proactive concern that we as students have.

I want to now refer to Dr. Erven, who will talk about his experience with this.

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

Dr. Bernard L. Erven:

Thank you, Eddie. I think Eddie and Joe together have captured well the issues. I certainly think they're right on track. The challenge of accomplishing better faculty-student interaction relationships is very complex, very long-standing, and won't easily be changed. I think he is correct in putting emphasis on the reward system, but I would interpret reward in this context broadly, not narrowly.

From my standpoint as a faculty member, part of the reward system is having contact with excellent students, interesting students, and students who challenge me. I'm not talking about 3.8s and 3.9s – one of my favorite students of all time graduated with a 2.0000. He did not have one higher grade than he needed. But in the four years I knew him, I tremendously enjoyed what he brought as issues, discussions, and questions.

I think students need community – as Eddie has pointed out. But I'm not talking about faculty conducting open lounge hours with a microwave that produces popcorn. I'm talking about faculty that are comfortable doing it in a way that fits their programs, their personalities, their work life, their research program, or their teaching. It says "relationships." This is highly personal. This is not about a recipe to give all faculty. Drinking beer for some people is exactly the right thing to do with students. For others it's not. For others it is the laboratory, for some it is the office, for some it is the home, or the old-fashioned fireplace chats. It all works if faculty and students are committed to make it work and therein, I think, lies our real challenge.

But let's not forget – students need challenging. This isn't about being a friend. It is sometimes about telling students what they don't want to hear, asking questions that they don't want to be asked, and about raising issues that they didn't know were on the agenda.

I can relate to that personally. In 1956, when I was a freshman, I had a Professor Cook. I can remember the conversation as if it happened yesterday. He told me I had the wrong major and the wrong university. And he said, "Why don't you get the hell out of here?" He got my attention – I was six months out of high school. I did change majors and I did change universities, and I'm forever grateful. When I was working on my master's program, I had a faculty member who convinced me that my career objectives were far too modest. I'm forever grateful to that faculty member.

Now, interestingly, I would guess that virtually everybody in this room could name one or two faculty members who played similar roles at some time in your career. And sometimes not in a very comfortable way, but in a way that sometimes changed your lives in important ways. So I emphasize that there's a need here that we can help address.

One of the saddest things I face as a faculty member is a graduating senior who comes to my office and says, "Can I use you as a reference?" And I say, "I don't know you. I had you in two classes. One class had 90 students, the other had 65. You've never been here before; you aren't even in my major – you're from another department." He says, "I've got to have a name. I know you better than anybody else." Isn't that sad?

I would hope that every student by the time you need a reference, by the time you need someone to challenge, by the time you need someone to celebrate your accomplishment of a 2.0000 and a degree that we will be able to say, "Yes, I knew Kendra...I knew Professor Brown...I knew him...I knew her. She made a difference in my life." That's what faculty-student interaction is about. Not about

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

Dr. Erven: (contd)

a recipe, not about guidelines, and certainly not about curricular requirements – the Internet does that much better than any faculty member. It's about a relationship. I endorse what Eddie and Joe are saying to you.

Mr. Pauline:

Thank you, Dr. Erven. Again, this is a very proactive approach to solving some problems here. Perhaps not problems, but definitely a way to accomplish the goals that we want to accomplish. We want to be a great institution, we want to be top tier, we want, we want, we want – but, again, we need to come back to basics for a minute and realize that these relationships that we have with the people that surround us are going to really push us over the edge. I hope somehow this could be made a priority, worked into the Academic Plan – something that will inspire people to focus on this and to realize what it can do for our University.

So, from there, I'll take questions.

President Edward H. Jennings:

Eddie and Bernie, thank you. For the last several months, and really the last couple of years, we've been talking about the Academic Plan, about reform, about Arts and Sciences, and we're moving that forward. We've been talking about selective admissions and we've been talking all these good things. We've been talking about research faculty and so forth, and making tremendous progress.

If I can paraphrase what Eddie and Bernie are saying -- and what Brit Kirwan said in his last meeting is -- the debate is over as to what kind of university this institution should be. It is no longer every man's university where our job as faculty members -- 25 years ago -- particularly for freshman and sophomores -- was to flunk them out. Our job was to flunk them out because we had 9,000 freshmen and we couldn't handle 9,000 freshmen.

To do a selective admissions job today, where we are saying if you're accepted to Ohio State you are qualified to graduate, it's a very different attitude. And what that means is, when Eddie is a freshman and comes in and gets a "D" on his chemistry class we used to ignore him. If he came in, we'd ask him a few questions. Now all we've got to do is say, "Eddie, why'd you get that D?" We need to bring him in and start developing those relationships early on.

When you talked about the dollar sign that a student had. Well, folks, if we're talking about a freshman class that is competitive with a Michigan or a Northwestern, that means the competition is getting very stiff. It means that our freshman can go to any university in the world, any university in the nation. And the best recruiters for our students are our students. If our students say, "You go to class and you get a good research professor, but I've never seen him," some of them aren't going to come. We've got to change. I think it's absolutely delightful that here is a student body president lecturing us on what we ought to do. He is dead right. Bernie's also right – it isn't going to happen overnight and Eddie knows that, too.

Mr. Pauline:

Yes.

IMPORTANCE OF FACULTY-STUDENT INTERACTION (contd)

President Jennings:

But folks, we do have to develop a different attitude about our student body.

Mr. Sofia:

Dr. Jennings, we listened to Ed yesterday in the Student Leadership Committee meeting and really observed also that we have a great Academic Plan. But one important thing that was absent is student-faculty interaction – no comment whatsoever in the entire Academic Plan. So I hope, as we are reviewing this, we are going to take care of this small mishap. By the same token -- I share what Eddie and Bernie are saying -- it's such a critical relationship to have. I loved my undergraduate school, but I hated every minute of my graduate school education because it was exactly what Ed said.

Ms. Longaberger:

I wanted to thank the two of you for your comments and certainly agree with them. As a student at Ohio State when there were 68,000 students here -- and I was a student when President Jennings was here the first go-around -- I was shocked that that was the goal of the professors. Mr. President, if you would please write my mother a note and explain my grades my freshman and sophomore year; it would be helpful to me!

President Jennings:

You're not implying that you were that 2.0 student that Bernie was talking about?

Ms. Longaberger:

My transcript is sealed, I understand.

Mr. Patterson:

Thank you very much.

(See Appendix XII for background information, page 325.)

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CONSENT AGENDA

President Edward H. Jennings:

We have 20 resolutions on the Consent Agenda today and I would like to ask that #8, the Naming of the 4-H Building, and #16, Appointment and Reappointment of Investment Managers, be considered separately. Please note that #6, Uniform Selective Admissions for All Quarters, is being tabled for further review. Unless there are any objections, I would like to recommend the following 18 resolutions to the Board:

APPOINTMENT TO THE ACCESS HEALTH COLUMBUS BOARD

Resolution No. 2003-19

WHEREAS AccessHealth Columbus is a non-profit organization established to improve access to healthcare for individuals living in Franklin County who face difficulties in obtaining healthcare services, such as the lack of insurance, cultural barriers, and living in underserved areas; and

APPOINTMENT TO THE ACCESS HEALTH COLUMBUS BOARD (contd)

WHEREAS The Ohio State University Health System has a long tradition of serving everyone who lives in Franklin County; and

WHEREAS the coordination of efforts amongst many private and public service providers will improve access to healthcare and will assist the Health System in achieving its mission of providing accessible care; and

WHEREAS the appointment of a representative from the Health System to the Board of Directors of AccessHealth Columbus will assist in this coordination:

NOW THEREFORE

BE IT RESOLVED, That R. Reed Fraley, Vice President for Health Services, is hereby authorized to serve on the Board of Directors of AccessHealth Columbus, and in his capacity as a director of AccessHealth Columbus is hereby authorized and instructed to represent the interests of the University as part of his official responsibilities to the University, entitling him to any immunity, insurance or indemnity protection to which officers or employees of the University are, or hereafter may become, entitled.

UNIVERSITY HOSPITALS BOARD APPOINTMENT

Resolution No. 2003-20

Synopsis: Approval of an appointment to the University Hospitals Board is proposed.

WHEREAS the Board of Trustees on November 30, 1979, approved the establishment of a University Hospitals Board; and

WHEREAS the membership of the Hospitals Board was approved on April 4, 1980, and has been subsequently amended; and

WHEREAS there is one vacant citizen member position on the University Hospitals Board:

NOW THEREFORE

BE IT RESOLVED, That the following individual be appointed as a citizen member of the University Hospitals Board, effective immediately for a three-year term:

George A. Skestos

**AMENDMENTS TO THE BYLAWS AND RULES AND REGULATIONS
OF THE MEDICAL STAFF OF THE OHIO STATE UNIVERSITY HOSPITALS**

Resolution No. 2003-21

Synopsis: The amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals are recommended for approval.

WHEREAS The Ohio State University Hospitals Board pursuant to bylaw 3335-101-04 of the Hospitals Board Bylaws is authorized to recommend to the Board of Trustees the adoption of amendments to the *Bylaws and Rules and Regulations of the Medical Staff* of The Ohio State University Hospitals; and

**AMENDMENTS TO THE BYLAWS AND RULES AND REGULATIONS
OF THE MEDICAL STAFF OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

WHEREAS the proposed amendments to the *Bylaws and Rules and Regulations of the Medical Staff of The Ohio State University Hospitals* were approved by the University Hospitals Board on July 25, 2002, as attached:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Bylaws and Rules and Regulations of the Medical Staff of The Ohio State University Hospitals* be adopted as recommended and approved July 25, 2002, by the University Hospitals Board.

(See Appendix XIII for background information, page 327.)

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE**

Resolution No. 2003-22

Synopsis: The amendments to the *Bylaws of the Medical Staff of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute* are recommended for approval.

WHEREAS The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board pursuant to bylaw 3335-109-02 of the James Cancer Hospital Board Bylaws is authorized to recommend to the Board of Trustees the adoption of amendments to the *Bylaws of the Medical Staff of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute*; and

WHEREAS the proposed amendments to the *Medical Staff Bylaws* were previously endorsed and ratified by The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board on August 6, 2002:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Bylaws of the Medical Staff of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute* be adopted as recommended by The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board.

(See Appendix XV for background information, page 349.)

**ESTABLISHMENT OF VICE PRESIDENT FOR GOVERNMENT RELATIONS POSITION
AND AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES**

Resolution No. 2003-23

Synopsis: Establishment of a vice president for Government Relations position and amendments to the *Bylaws of the Board of Trustees* is proposed.

WHEREAS competition for increasingly scarce resources has made it imperative that the University's case for federal and state support must be made strategically and effectively; and

**ESTABLISHMENT OF VICE PRESIDENT FOR GOVERNMENT RELATIONS POSITION
AND AMENDMENTS TO THE BYLAWS OF THE BOARD OF TRUSTEES (contd)**

WHEREAS assigning this important responsibility at the vice presidential level will demonstrate the university's commitment to effective advocacy and policy-guided relationships with government officials, representatives and agencies; and

WHEREAS the establishment of the position of vice president for Government Relations is recommended, with the delineated responsibilities set forth in paragraph (O) of bylaw 3335-1-03 of the Administrative Code, as follows:

Amended Bylaw

3335-1-03 Administration of the university.

(O) Vice president for government relations. The major area of responsibility and authority of the vice president for government relations shall be the administration of all aspects of the university's relationships and dealings with federal, state and local government officials, representatives and agencies to advance the university's mission and substantive agenda. Without limiting the generality of the foregoing, the vice president for government relations shall, under the direction of the president and with the approval of the board of trustees, advise the president and senior university leadership on all legislative and regulatory matters impacting the university's interests; develop strategies to effectively advance the university's academic agenda with policymakers and funding agencies, particularly at the federal level; maintain regular and effective substantive communications between the university and government officials at all levels; and develop support for the university's agenda by engaging the interest and commitment of advocacy groups, institutional colleagues, policymakers and Ohio's citizens. The vice president for government relations shall report to the president of the university. The vice president shall coordinate the university's policies and contacts involving federal, state, and local government including government agencies as they relate to university priorities among the various internal unit directors of government relations.

NOW THEREFORE

BE IT RESOLVED, That the vice president for Government Relations position is hereby approved, effective immediately; and

BE IT FURTHER RESOLVED, That the Secretary of the Board of Trustees is hereby authorized and directed to incorporate this change in the applicable sections of the *Bylaws of the Board of Trustees*.

**APPOINTMENTS TO THE ENGINEERING EXPERIMENT
STATION ADVISORY COUNCIL**

Resolution No. 2003-24

WHEREAS the Engineering Experiment Station is under the control of the Board of Trustees of The Ohio State University; and

WHEREAS according to statute 3335.27 of the Ohio Revised Code, there shall be an advisory council made up of the director of the Engineering Experiment Station and six members appointed by the Board, chosen from the faculty of the College of Engineering; and

WHEREAS this Engineering Experiment Station Advisory Council "shall select suitable subjects for investigation, apportion the available funds, and with the consent of the Board may provide for the dissemination of the results to the people of the state:"

**APPOINTMENTS TO THE ENGINEERING EXPERIMENT
STATION ADVISORY COUNCIL (contd)**

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of Interim President Edward Jennings, pursuant to the request of James C. Williams, Dean of the College of Engineering and Director of the Engineering Experiment Station, The Ohio State University Board of Trustees, acting in accordance with the requirements of the Ohio Revised Code Section 3335.27, hereby appoint the following individuals to serve on the Engineering Experiment Station Advisory Council:

| <u>Name</u> | <u>Title</u> | <u>Proposed Term</u> |
|-------------------|---|-----------------------------------|
| Cheena Srinivasan | Professor of Mechanical Engineering | 3 years (9/1/2002 - 8/31/2005) |
| Dhabaleswar Panda | Professor of Computer and Information Science | 3 years (9/1/2002 - 8/31/2005) |
| James C. Williams | Dean of Engineering and Honda Chair | 3 years (9/1/2002 – 8/31/2005) |

NAMING OF CONFERENCE ROOM

Resolution No. 2003-25

Synopsis: Naming of the conference room located in the Waterman Headquarters Building located at 2490 Carmack Road on the Columbus Campus is proposed.

WHEREAS the Board of Trustees has authority in naming of all buildings and structures at The Ohio State University, including internal spaces, as set forth in paragraph (F) of rule 3335-1-08 of the Administrative Code; and

WHEREAS upon the recommendation of the vice president and executive dean of the College of Food, Agricultural, and Environmental Sciences, the faculty, and the Ohio Vegetable and Potato Growers Association, it has been proposed to name the conference room for Gene and Dorothy Wittmeyer; and

WHEREAS Gene Wittmeyer began his career with The Ohio State University as an extension specialist in 1950, became a full professor in 1959, and retired in 1984; and

WHEREAS Dorothy and Gene Wittmeyer were involved with the Ohio and Franklin County Vegetable and Potato Growers Associations for over 50 years; and

WHEREAS Gene Wittmeyer is a member of the Ohio Agricultural Hall of Fame and has been a tireless and dedicated servant to Ohio State and the vegetable industry:

NOW THEREFORE

BE IT RESOLVED, That the aforementioned conference room shall be named the "Gene and Dorothy Wittmeyer Conference Room."

**REVISION OF THE CLASSIFIED CIVIL SERVICE RULES OF
THE OHIO STATE UNIVERSITY**

Resolution No. 2003-26

Synopsis: Adoption of edited *Classified Civil Service Rules* to as the first step in the Classified Civil Service modernization project is proposed.

WHEREAS the University must abide by Ohio Revised Code Chapter 124 regarding civil service employment; and

WHEREAS the University is modernizing its classified civil service rules for greater flexibility and updating the classification title deck; and

WHEREAS the University has complied with Ohio Revised Code Section 111.15 and the edited classified civil service rules have completed a voluntary 31-day notice and comment period without any substantive comments from the University community:

NOW THEREFORE

BE IT RESOLVED, That administrative rules 3335-51-01, 3335-51-02, 3335-55-01, 3335-55-03, 3335-55-06, 3335-55-08, and 3335-65-12 are hereby adopted as revised.

(See Appendix XVI for background information, page 375.)

HONORARY DEGREE

Resolution No. 2003-27

Synopsis: The awarding of an honorary degree to William F. Ganong is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees awarding of an honorary degree as listed below:

William F. Ganong

Doctor of Science

NOW THEREFORE

BE IT RESOLVED, That the above honorary degree be awarded in accordance with the recommendation at a time convenient to the University and the recipient.

PERSONNEL ACTIONS

Resolution No. 2003-28

BE IT RESOLVED, That Resolution 77-92 and the provisions of the February 6, 1959 Report of the Committee on Retirement and Insurance, calling for "Principal Administrative Officials" to be relieved of their administrative assignments at age 65, be waived to allow for the appointment of Robert F. Lawson as Director of the School of Educational Policy and Leadership; and

PERSONNEL ACTIONS (contd)

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the July 12, 2002 meeting of the Board, including the following Appointments, Promotions, Appointments/Reappointments of Chairpersons/Directors, Leaves of Absence Without Salary, Professional Improvement Leaves, Promotions/Tenure/Reappointments, and Emeritus Titles, as detailed in the University Budget be approved.

BE IT FURTHER RESOLVED, That the Medical Staff Appointments/Reappointments approved August 6, 2002, by The James Cancer Hospital Board, be ratified.

Appointments

Name: GARY BOS
Title: Professor (The Frank J. Kloenne Chair in Orthopedic Surgery)
Department: Orthopaedics
Change in Term: August 13, 2002, through June 30, 2006

Name: RUSSELL H. FAZIO
Title: Professor (The Harold E. Burt Chair in Psychology)
Department: Psychology
Term: July 1, 2002, through June 30, 2007

Name: WILLIAM J. NAPIER
Title: Acting Vice President for Government Relations
Office: Office of the President
Effective: September 6, 2002
Present Position: Special Assistant for Government Relations and Secretary of the Board of Trustees

Name: THOMAS A. SCHWARTZ
Title: Associate Professor (Willard M. Kiplinger Chair in Public Affairs Reporting)
School: Journalism and Communication
Term: October 1, 2002, through June 30, 2003

Name: JOSE S. VILLA
Title: Assistant Vice Provost
Office: Minority Affairs
Effective: July 1, 2002
Present Position: Education Program Specialist, Office of Migrant Education, U.S. Department of Education

Name: DAVID WINWOOD
Title: Associate Vice President for Knowledge Transfer and Commercialization
Office: Research
Effective: October 15, 2002
Present Position: Associate Vice Chancellor and Director, Technology Transfer, North Carolina State University, Raleigh, NC

Promotions

Name: ROBERT A. BORNSTEIN
Titles: Senior Associate Dean for Academic Affairs and Secretary of the College
College: Medicine and Public Health
Effective: September 1, 2002
Present Position: Associate Dean for Academic Affairs and Secretary of the College

PERSONNEL ACTIONS (contd)

Promotions (contd)

Name: SUSAN F. JABLONSKI
Titles: Associate Vice President/Chief Communications Officer
Office/College: Health Sciences/Medicine and Public Health
Effective: September 1, 2002
Present Position: Assistant Vice President for Health Sciences and Chief Communications Officer, College of Medicine and Public Health

Name: JOAN E. PATTON
Titles: Associate Vice President and Chief Operating Officer/Chief Financial Officer
Office/College: Health Sciences/Medicine and Public Health
Effective: September 1, 2002
Present Position: Senior Director, Business and Administration, College of Medicine and Public Health

Appointment of Chairpersons/Director

August 13, 2002, through June 30, 2006 (change in effective date)

Orthopaedics

Gary Bos

September 1, 2002, through June 30, 2006

School of Educational Policy and Leadership
Neuroscience
Psychiatry
Sociology

Robert F. Lawson
Michael S. Beattie
Radu V. Saveanu
Robert L. Kaufman

Reappointment of Chairperson/Directors

July 1, 2002, through June 30, 2003

Veterinary Hospital

Richard M. Bednarski

August 1, 2002, through August 31, 2002

School of Educational Policy and Leadership

James W. Altschuld*

October 1, 2002, through September 30, 2006

Agricultural, Environmental, and
Development Economics

Alan J. Randall

*Interim

Reappointment of Principal Administrative Official

DAVID W. ANDREWS, Dean, College of Human Ecology, effective July 1, 2003, through June 30, 2008, pursuant to rule 3335-1-03 (R) of the Administrative Code.

Leaves of Absence Without Salary

HARVEY M. FRIEDMAN, Distinguished University Professor, Department of Mathematics, effective Autumn Quarter 2002, to accept a visiting professorship in the Department of Philosophy at Princeton University.

PERSONNEL ACTIONS (contd)

Leaves of Absence Without Salary (contd)

JOHN A. RIZZO, Professor, School of Public Health and Department of Economics, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to accept a visiting professorship in the Department of Policy Analysis and Management at Cornell University.

STEVEN CONN, Associate Professor, Department of History, effective Winter Quarter, Spring Quarter, and Autumn Quarter 2003, to accept a visiting associate professorship in the Department of History at Temple University.

VICTORIA E. URIS, Associate Professor, Department of Dance, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, for personal reasons.

GEORGE A. ALESSANDRIA, Assistant Professor, Department of Economics, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to accept a visiting assistant professorship in the Economics Department of the Leonard Stern School of Business at New York University.

ANDREW T. CHING, Assistant Professor, Department of Economics, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to accept a visiting assistant professorship in the Economics Department at UCLA.

TIMOTHY M. FRYE, Assistant Professor, Department of Political Science, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, for personal reasons.

KIRA SANBONMATSU, Assistant Professor, Department of Political Science, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to accept a visiting professorship at the Center for American Women and Politics at the Eagleton Institute of Politics, The State University of New Jersey–Rutgers.

Leave of Absence Without Salary—Continuation

LEIGH GILMORE, Associate Professor, Department of English, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to continue her appointment as Resident Scholar at the Center for Cultural Studies at the University of California, Santa Cruz.

Professional Improvement Leaves

GREGORY A. CALDEIRA, Distinguished University Professor, Department of Political Science, effective Spring Quarter 2003.

J. CRAIG JENKINS, Professor, Department of Sociology, effective Autumn Quarter 2002 and Winter Quarter 2003.

SYED M. TARIQ RIZVI, Professor, Department of Mathematics (Lima Campus), effective Winter Quarter and Spring Quarter 2003.

Professional Improvement Leaves -- Cancellation

ROBERT C. MACCALLUM, Professor, Department of Psychology, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003.

STEVEN CONN, Associate Professor, Department of History, effective Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003.

PERSONNEL ACTIONS (contd)

Emeritus Titles

HARISIOS BOUDOULAS, Department of Internal Medicine, with the title Professor Emeritus, effective September 1, 2002.

STEPHEN A. BUSER, Department of Finance, with the title Professor Emeritus, effective September 1, 2002.

WALTER D. BURNSIDE, Department of Electrical Engineering, with the title Professor Emeritus, effective September 1, 2002.

THORWALD HERBERT, Department of Mechanical Engineering, with the title Professor Emeritus, effective September 1, 2002.

VERNON C. STEVENS, Department of Obstetrics and Gynecology, with the title Professor Emeritus, effective September 1, 2002.

W. BRUCE WALSH, Department of Psychology, with the title Professor Emeritus, effective September 1, 2002.

JOHN L. ROBINSON, Department of Internal Medicine, with the title Associate Professor Emeritus, effective September 1, 2002.

RICHARD K. RUSSELL, Department of Psychology, with the title Associate Professor Emeritus, effective September 1, 2002

DAVID A. JONES, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2002.

CAROLYN B. MCKINNEY, Department of Consumer and Textile Sciences, with the title Assistant Professor Emeritus, effective September 1, 2002.

JOYCE A. SMITH, Department of Consumer and Textile Sciences, with the title Assistant Professor Emeritus, effective September 1, 2002.

Promotions, Tenure, and Reappointments

MAX FISHER COLLEGE OF BUSINESS

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Neelima M. Bendapudi, Marketing & Logistics - effective 10/1/2002

[corrections of Tenure Initiating Units]

COLLEGE OF EDUCATION

PROMOTION TO PROFESSOR

Donna L. Pastore, School of Physical Activity & Educational Services - effective 10/1/2002

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Janet Buckworth, School of Physical Activity & Educational Services - effective 10/1/2002

Nancy A. Neef, School of Physical Activity & Educational Services - effective 10/1/2002

Phillip C. Ward, School of Physical Activity & Educational Services - effective 10/1/2002

PERSONNEL ACTIONS (contd)

Promotions, Tenure, and Reappointments (contd)

[corrections of Tenure Initiating Units] (contd)

COLLEGE OF MEDICINE & PUBLIC HEALTH

PROMOTION TO PROFESSOR

James W. Hoekstra, Emergency Medicine - effective 7/1/2002

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

June/July 2002

Initial Appointments – Faculty

Talal Attar, M.D., Internal Medicine, Cardiology, Clinical Assistant Professor, Associate Attending
Udayan Y. Bhatt, M.D., Internal Medicine, Nephrology, Assistant Professor, Associate Attending
Philip E. Calendine, M.D., Radiology, Clinical Assistant Professor, Associate Attending
Dongwoo Chang, M.D., Surgery, Neurosurgery, Assistant Professor, Associate Attending
Arun Gowdamarasan, M.D., Surgery, General Surgery, Clinical Assistant Professor, Associate Attending

William J. Hicks, M.D., Internal Medicine, Hematology/Oncology, Professor of Clinical Medicine, Attending

Richard P. Lewis, M.D., Internal Medicine, Cardiology, Emeritus Professor of Medicine, Associate Attending

Gwyn R. Londeree, M.D., Internal Medicine, Dermatology, Assistant Associate Professor, Clinical Attending

Gerard Lozanski, M.D., Pathology, Assistant Professor, Associate Attending

Marybeth Luca, D.O., Internal Medicine, Dermatology, Clinical Assistant Professor, Associate Attending

Douglas D. Massick, M.D., Otolaryngology, Clinical Assistant Professor, Associate Attending

Virginia McGrath, M.D., Surgery, General Surgery, Clinical Assistant Professor, Associate Attending

J. Paul Monk III, M.D., Internal Medicine, Hematology/Oncology, Clinical Assistant Professor, Attending

Kenneth Morgenstern, M.D., Ophthalmology, Clinical Attending

Carl D. Morrison III, M.D., D.V.M., Pathology, Assistant Professor, Clinical Research, Associate Attending

Subha J. Raman, M.D., Internal Medicine, Cardiology, Assistant Professor, Associate Attending

Kottil W. Rammohan, M.D., Neurology, Associate Professor, Associate Attending

Jason G. Sayat, M.D., Obstetrics and Gynecology, Assistant Professor, Clinical Attending

John R. Schwarzell, M.D., Surgery, General Surgery, Associate Attending

Joel A. Shockley, M.D., Radiology, Clinical Assistant Professor, Associate Attending

Meade C. van Putten, Jr., D.D.S., M.S. Dentistry (Did not apply for reappointment this year, but meant to do so.)

Ping Wen, M.D., Ph.D., Pathology, Associate Attending

Joseph Zaki, M.D., Anesthesiology, Clinical Assistant Professor, Associate Attending

Kelly J. Zyniewicz, M.D., Internal Medicine, Dermatology, Clinical Assistant Professor, Clinical Attending

Initial Appointments – Community

Kumar Murkerjee, M.D., Gastroenterology (Was not reappointed due to lack of CME documentation; Eligible for a one-year appointment)

Marios Panayides, M.D., Surgery (Was not reappointed due to lack of CME documentation; Eligible for a one-year appointment)

PERSONNEL ACTIONS (contd)

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute) (contd)

June/July 2002 (contd)

Initial Appointments – Community (contd)

Steven Patterson, D.O., Obstetrics and Gynecology (Was not reappointed due to lack of CME documentation; Eligible for two-year appointment)
Ferdinand Santos, M.D., Anesthesiology (Was not reappointed due to lack of CME documentation; Eligible for a one-year appointment)
Rama Selvarajah, M.D., Family Practice (Was not reappointed due to lack of CME documentation; Eligible for a one-year appointment)
Dennis Sullivan, M.D., Neurology (Was not reappointed due to lack of CME documentation; Eligible for a one year appointment)
Khariat Ahmed Uddin, M.D., General Medicine (Was not reappointed due to lack of CME documentation; Eligible for a one year appointment)
William Vazquez-Choisne, M.D., Radiology (Was not reappointed due to lack of CME documentation; Eligible for two-year appointment)

Reappointment – Faculty, 7/1/02 – 6/30/04

Raymond D. Magorien, M.D., James Internal Medicine, James Associate Attending
Cynthia M. Magro, M.D., James Pathology, James Associate Attending
William E. Maher, M.D., James Internal Medicine, James Associate Attending
William B. Malarkey, M.D., James Internal Medicine, James Associate Attending
Susan R. Mallery, D.D.S., Ph.D., James Dentistry, James Associate Attending
Julie E. Mangino, M.D., James Internal Medicine, James Associate Attending
Tasos Manokas, D.O., James Internal Medicine, James Associate Attending
Unni K. Marar, M.D., James Internal Medicine, James Associate Attending
Guido Marcucci, M.D., James Internal Medicine, James Attending
Clay B. Marsh, M.D., James Internal Medicine, James Associate Attending
William L. Marsh, Jr., M.D., James Pathology, James Associate Attending
Larry C. Martin, M.D., James Surgery, James Associate Attending
Thomas F. Mauger, M.D., James Ophthalmology, James Associate Attending
Joel L. Mayerson, M.D., James Orthopaedics, James Attending
John M. McGregor, M.D., James Surgery, James Associate Attending
Mitchell A. Medow, M.D., James Internal Medicine, James Associate Attending
Hagop S. Mekhjian, M.D., James Internal Medicine, James Associate Attending
W. Scott Melvin, M.D., James Surgery, James Associate Attending
Jerry R. Mendell, M.D., James Neurology, James Associate Attending
Robert E. Michler, M.D., James Surgery, James Associate Attending
Robert J. Miller, D.O., James Anesthesiology, James Associate Attending
Michael E. Miner, M.D., James Surgery, James Associate Attending
William F. Miser, M.D., James Family Medicine, James Associate Attending
Omar Mobin-Uddin, M.D., James Ophthalmology, James Associate Attending
Yousef M. Mohammad, M.D., James Neurology, James Associate Attending
Arthur Molina, M.D., James Internal Medicine, James Attending
James L. Moore, M.D., James Neurology, James Associate Attending
Robert A. Murden, M.D., James Internal Medicine, James Associate Attending
Peter Muscarella, II, M.D., James Surgery, James Associate Attending
Subir Nag, M.D., James Radiology, James Attending
Norris S. Nahman, Jr., M.D., James Internal Medicine, James Associate Attending
Nestor M. Narcelles, M.D., James Anesthesiology, James Associate Attending
Steven M. Nash, M.D., James Neurology, James Associate Attending
Bradley J. Needleman, M.D., James Surgery, James Associate Attending
Anterpreet S. Neki, M.D., James Internal Medicine, James Attending
Richard N. Nelson, M.D., James Emergency Medicine, James Associate Attending

PERSONNEL ACTIONS (contd)

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute) (contd)

June/July 2002 (contd)

Reappointment – Faculty, 7/1/02 – 6/30/04 (contd)

Steven D. Nelson, M.D., James Internal Medicine, James Associate Attending
Gregory M. Ness, D.D.S., James Dentistry, James Associate Attending
Herbert B. Newton, M.D., James Neurology, James Attending
Jose J. Norberto, M.D., James Surgery, James Associate Attending
Gerard J. Nuovo, M.D., James Pathology, James Associate Attending
Margaret A. Nuovo, M.D., James Pathology, James Clinical Attending
Richard W. O'Shaughnessy, M.D., James OB/GYN, James Associate Attending
Robert V. O'Toole, M.D., James Pathology, James Associate Attending
Johannes O. Olsen, M.D., James Radiology, James Associate Attending
David A. Orsinelli, M.D., James Internal Medicine, James Associate Attending
Kwame Osei, M.D., James Internal Medicine, James Associate Attending
Gregory A. Otterson, M.D., James Internal Medicine, James Attending
Michael F. Para, M.D., James Internal Medicine, James Associate Attending
George W. Paulson, M.D., James Neurology, James Associate Attending
Ronald P. Pelletier, M.D., James Surgery, James Associate Attending
Sam L. Penza, M.D., James Internal Medicine, James Attending
Todd E. Pesavento, M.D., James Internal Medicine, James Associate Attending
Sheryl A. Pfeil, M.D., James Internal Medicine, James Associate Attending
Amy L. Pope-Harman, M.D., James Internal Medicine, James Associate Attending
Pierluigi Porcu, M.D., James Internal Medicine, James Attending
Stephen P. Povoski, M.D., James Surgery, James Attending
David M. Powell, M.D., James Otolaryngology, James Associate Attending
Rodney V. Pozderac, M.D., James Radiology, James Associate Attending
Manju L. Prasad, M.D., James Pathology, James Associate Attending
Daniela M. Proca, M.D., James Pathology, James Associate Attending
Amer Rajab, M.D., Ph.D., James Surgery, James Associate Attending
Nilsa D. Ramirez Milan, M.D., James Pathology, James Associate Attending
Gary L. Rea, M.D., James Surgery, James Associate Attending
Thomas E. Reilley, D.O., James Anesthesiology, James Associate Attending
Chris A. Rhoades, M.D., James Internal Medicine, James Attending
Stephen R. Richards, M.D., James OB/GYN, James Clinical Attending
John L. Robinson, M.D., James Internal Medicine, James Associate Attending
Patrick Ross, Jr., M.D., Ph.D., James Surgery, James Attending
Brad H. Rovin, M.D., James Internal Medicine, James Associate Attending
Robert L. Ruberg, M.D., James Surgery, James Associate Attending
James M. Ryan, M.D., James Internal Medicine, James Associate Attending
Zarife Sahenk, M.D., James Neurology, James Associate Attending
Mervyn J. Samuel, M.D., James OB/GYN, James Clinical Attending
Philip Samuels, M.D., James OB/GYN, James Associate Attending
George A. Sawaya, M.D., James OB/GYN, James Clinical Attending
Stephen F. Schaal, M.D., James Internal Medicine, James Associate Attending
Jonathan A. Schaffir, M.D., James OB/GYN, James Associate Attending
Douglas W. Scharre, M.D., James Neurology, James Associate Attending
David E. Schuller, M.D., James Otolaryngology, James Attending
Dara P. Schuster, M.D., James Internal Medicine, James Associate Attending
Daniel D. Sedmak, M.D., James Pathology, James Associate Attending
Manisha H. Shah, M.D., James Internal Medicine, James Attending
Niranjan T. Shah, M.D., James Pathology, James Associate Attending
Arwa Y. Shanaah, M.D., James Pathology, James Associate Attending
Charles L. Shapiro, M.D., James Internal Medicine, James Attending
Cynthia S. Shellhaas, M.D., James OB/GYN, James Associate Attending

PERSONNEL ACTIONS (contd)

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute) (contd)

June/July 2002 (contd)

Reappointment – Faculty, 7/1/02 – 6/30/04 (contd)

Phillip J. Shubert, M.D., James OB/GYN, James Associate Attending
Robert T. Sickles, M.D., James Family Medicine, James Associate Attending
Ronald J. Siegle, M.D., James Otolaryngology, James Clinical Attending
Daniel S. Sinclair, M.D., James Radiology, James Associate Attending
Andrew P. Slivka, Jr, M.D., James Neurology, James Associate Attending
Robert H. Small, M.D., James Anesthesiology, James Associate Attending
William L. Smead, M.D., James Surgery, James Associate Attending
Namita Sood, M.D., James Internal Medicine, James Associate Attending
Gaylynn J. Speas, M.D., James Anesthesiology, James Associate Attending
Carl E. Speicher, M.D., James Pathology, James Associate Attending
Dan N. Spetie, M.D., James Internal Medicine, James Associate Attending
Dimitrios G. Spigos, M.D., James Radiology, James Associate Attending
Steven M. Steinberg, M.D., James Surgery, James Associate Attending
Saul M. Suster, M.D., James Pathology, James Associate Attending
Joseph F. Swan, M.D., James Anesthesiology, James Associate Attending
Larry R. Tate, M.D., James Pathology, James Associate Attending
Steven Teich, M.D., James Surgery, James Clinical Attending
Victor D. Terebuh, M.D., James Anesthesiology, James Associate Attending
Andrew M. Thomas, M.D., James Internal Medicine, James Associate Attending
Fred B. Thomas, M.D., James Internal Medicine, James Associate Attending
James C. Tober, M.D., James Surgery, James Associate Attending
Evan J. Tobin, M.D., James Otolaryngology, James Associate Attending
Marlin F. Troiano, D.D.S., James Dentistry, James Associate Attending
Katja R. Turner, M.D., James Anesthesiology, James Associate Attending
Adam C. Tzagournis, M.D., James Internal Medicine, James Associate Attending
Manuel Tzagournis, M.D., James Internal Medicine, James Associate Attending
Geoffrey C. Vaughan, M.D., James Internal Medicine, James Associate Attending
Rafael E. Villalobos, D.O., James Surgery, James Clinical Attending
Miguel A. Villalona-Calero, M.D., James Internal Medicine, James Attending
Paul E. Wakely, Jr., M.D., James Pathology, James Associate Attending
Michael J. Walker, M.D., James Surgery, James Attending
Joel M. Weaver, D.D.S., Ph.D., James Dentistry, James Associate Attending
Paul A. Weber, M.D., James Ophthalmology, James Associate Attending
Alvin G. Wee, D.D.S., James Dentistry, James Associate Attending
Harrison G. Weed, M.D., James Internal Medicine, James Associate Attending
Jeffrey E. Weiland, M.D., James Internal Medicine, James Associate Attending
MaryJo P. Welker, M.D., James Family Medicine, James Associate Attending
D. Bradley Welling, M.D., James Otolaryngology, James Associate Attending
Howard A. Werman, M.D., James Emergency Medicine, James Associate Attending
Judith A. Westman, M.D., James Internal Medicine, James Associate Attending
Mark D. Wewers, M.D., James Internal Medicine, James Associate Attending
Ronald L. Whisler, M.D., James Internal Medicine, James Associate Attending
Gregory J. Wiet, M.D., James Otolaryngology, James Associate Attending
William A. Wilmer, M.D., James Internal Medicine, James Associate Attending
David A. Wininger, M.D., James Internal Medicine, James Associate Attending
John H. Winston, III, M.D., James Surgery, James Associate Attending
Randall K. Wolf, M.D., James Surgery, James Associate Attending
Haifeng M. Wu, M.D., James Pathology, James Associate Attending
Yun Xia, M.D., James Anesthesiology, James Associate Attending
David O. Yablok, M.D., James Anesthesiology, James Associate Attending
Allan J. Yates, M.D., Ph.D., James Pathology, James Associate Attending

PERSONNEL ACTIONS (contd)

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute) (contd)

June/July 2002 (contd)

Reappointment – Faculty, 7/1/02 – 6/30/04 (contd)

Lisa D. Yee, M.D., James Surgery, James Attending
Pan Zheng, M.D., Ph.D., James Pathology, James Associate Attending
Discussion Case: Physician #846549
Reappointment approved contingent upon physician responding to Credentials Comm. request

Reappointment – Community, 7/1/02 – 6/30/04

Elizabeth M. Marsh, M.D., James Internal Medicine, James Community Associate
Michael S. McKee, M.D., James Family Medicine, James Community Associate
Carolyn P. Misick, M.D., James Pathology, James Community Associate
Lofton N. Misick, M.D., James Surgery, James Community Associate
David G. Monjot, M.D., James Internal Medicine, James Community Associate
Joseph M. Morman, M.D., James Family Medicine, James Community Associate
Timothy A. Morton, M.D., James Emergency Medicine, James Community Associate
Annette R. Nathan, M.D., James Emergency Medicine, James Community Associate
Richard M. Nedelman, M.D., James Surgery, James Community Associate
Surender R. Neravetla, M.D., James Surgery, James Community Associate
Charles D. Parsons, M.D., James Surgery, James Community Associate
Ganesh G. Potdar, M.D., James Radiology, James Community Oncologist
Richard D. Potts, M.D., James Family Medicine, James Community Associate
Thomas P. Rak, M.D., James Surgery, James Community Associate
Moin A. Ranginwala, M.D., James Internal Medicine, James Community Associate
Abdur Rauf, M.D., James Internal Medicine, James Community Associate
Janet M. Roberto, M.D., James Family Medicine, James Community Associate
Mark S. Roberto, M.D., James Family Medicine, James Community Associate
Robert D. Rupert, Jr., M.D., James Internal Medicine, James Community Oncologist
Kira Schofield, M.D., James Surgery, James Community Associate
Robert J. Scott, M.D., James Internal Medicine, James Community Associate
Jerry K. Shell, M.D., James Ophthalmology, James Community Associate
Daljeet Singh, M.D., James Internal Medicine, James Community Oncologist
Ranjit R. Singh, M.D., James Surgery, James Community Associate
Risa L. Spieldoch, M.D., James Family Medicine, James Community Associate
Ronald B. Spier, M.D., James Surgery, James Community Associate
Toni Sublett, M.D., James Internal Medicine, Community Associate
Ajaz Umerani, M.D., James Internal Medicine, James Community Associate
George Varghese, M.D., James Internal Medicine, James Community Associate
Siva R. Vemana, M.D., James Internal Medicine, James Community Associate
Peter W. Wagner, M.D., James Surgery, James Community Associate
Jeffrey W. Weinstein, M.D., James Internal Medicine, James Community Associate
Thomas J. Williams, M.D., James Emergency Medicine, James Community Associate
Peter B. Wittstein, M.D., James Ophthalmology, James Community Associate
Howard F. Wunderlich, III, M.D., James Internal Medicine, James Community Associate
Talal R. Zraik, M.D., James Internal Medicine, James Community Associate

Provisional to Full Appointment

Arthur Bertolino, M.D., Internal Medicine, Dermatology, Associate Attending
Nitin Bhatt, M.D., Internal Medicine, Pulmonary, Associate Attending
Joel Mayerson, M.D., Orthopaedic Oncology, Attending
Amer Rajab, M.D. Surgery, Transplant, Associate Attending

PERSONNEL ACTIONS (contd)

Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute) (contd)

June/July 2002 (contd)

Provisional to Full Appointment (contd)

Abhik Ray-Chaudhury, M.D., Pathology, Associate Attending
Namita Sood, M.D., Internal Medicine, Pulmonary, Associate Attending
Thomas Yunger, M.D., Internal Medicine, Pulmonary, Associate Attending

Provisional to Full Appointment – Allied Health Practitioners

Julia Garrett, C.N.P., Hematology/Oncology
Marcia Starns, P.A., Cardiothoracic Surgery

Additional Privileges Requested

Maureen Buckner, C.N.P., Lumbar Puncture and Intrathecal Chemotherapy Administration,
Ommaya Reservoir, Tap and Chemo Injection
Tracy Hollar-Reugg, C.N.P., Paracentesis, Lumbar Puncture, Intrathecal Chemotherapy
Administration, Thoracentesis, Ommaya Reservoir, Tap and Chemo Injection

Conscious Sedation

James Allen, M.D., Moderate and Deep sedation
Mark Arnold, M.D., Moderate sedation
Chris Ellison, M.D., Moderate sedation
Charles Love, M.D., Moderate and Deep sedation
W. Scott Melvin, M.D., Moderate sedation
Peter Muscarella, M.D., Moderate sedation
Steven Steinberg, M.D., Moderate and Deep sedation
Michael Walker, M.D., Moderate sedation
John Winston, M.D., Moderate sedation

Change in Medical Staff Category

Ahmed Ghany change from the Community Oncologist Attending category to the Clinical Attending category with his recent medical staff appointments at University Hospitals, which reflect his part-time faculty status.
Robert Rupert change from the Community Oncologist Attending category to the Clinical Attending category with his recent medical staff appointments at University Hospitals, which reflect his part-time faculty status.

RESOLUTIONS IN MEMORIAM

Resolution No. 2003-29

Synopsis: Approval of Resolutions in Memoriam is proposed.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey a copy to the families of the deceased.

RESOLUTIONS IN MEMORIAM (contd)

William E. Copeland, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on May 30, 2002, of Dr. William E. Copeland, Jr., Clinical Professor in the College of Medicine and Public Health.

William E. Copeland was born August 3, 1949, to William and Carolyn Copeland in Philadelphia, Pennsylvania. He attended Upper Arlington High School, graduating in the Class of 1967. He received his B.A. degree from Ohio Wesleyan University in 1971 and his M.D. degree from The Ohio State University College of Medicine in 1974. After completing two years of general surgery at Moffitt Hospital, he completed his residency training in obstetrics and gynecology at The Ohio State University in 1980.

Dr. Copeland practiced medicine with his father and brother, Christopher, for 22 years at Kingsdale Gynecologic Associates, a group practice founded by his father, William E. Copeland, Sr. His professional affiliations included the Central Association of Obstetricians and Gynecologists, fellow of the American College of Obstetricians and Gynecologists, North American Obstetrical and Gynecologic Society, Alpha Omega Alpha (medical honorary), Columbus Medical Review Club, and numerous other medical organizations. He received the Compassionate Physician Award from Riverside Hospital in 2001. He was a highly-esteemed clinician and excellent teacher who will be missed by all.

On behalf of the University community, the Board of Trustees expresses to the family of Dr. William Copeland, Jr., its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Frank W. Fisk

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 31, 2002, of Frank W. Fisk, Professor Emeritus in the Department of Entomology.

Professor Fisk held a Bachelor of Science degree from the University of Illinois, and Master of Science and Doctor of Philosophy degrees from the University of Minnesota. He was appointed an assistant professor in the Department of Zoology and Entomology at The Ohio State University in 1949. His research specialty was in the area of insect physiology, with a primary interest in the digestive enzymes of insects. In addition, he worked on the chemical aspects of insect-plant interactions and the physiological aspects of cockroach behavior and taxonomy. Until his retirement in 1975, Professor Fisk annually taught a course in insect physiology. Additional teaching assignments from time to time included courses in insect toxicology, internal morphology, and research methods.

His graduate studies were interrupted by World War II, and during this time he joined the U.S. Public Health Service. He was sent overseas in 1941 as a commissioned officer with the Yunnan-Burma Railway Medical Mission and then with the U.S. Army Surgeon General. Professor Fisk served as an associate entomologist in the U.S. Public Health Service at the Communicable Disease Center until 1946, and afterwards served in the U.S.P.H.S. Reserve Corp for many years.

Professor Fisk's interests in tropical and subtropical cockroaches resulted in many field expeditions to the desert southwest in the U.S., Mexico, Costa Rica, Panama, and other regions of Central America. This work resulted in the discovery of several new species of cockroaches, and many of his retirement years were filled with research on the tropical cockroach fauna.

Professor Fisk was an active member of the Entomological Society of America, the American Institute of Biological Sciences, Phi Beta Kappa, Sigma Xi, and Gamma Sigma Delta; and was a fellow of the Ohio Academy of Science.

RESOLUTIONS IN MEMORIAM (contd)

Frank W. Fisk (contd)

He was known as a gentleman of subtle wit and gentle humor. His former graduate students and faculty colleagues appreciated his support, guidance, and the good relationships that he fostered within the department.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Frank W. Fisk its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Eric S. Fredin

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 30, 2002, of Eric S. Fredin, Associate Professor in the School of Journalism and Communication.

Professor Fredin held a Bachelor's degree from Oberlin College, where he majored in English and pursued concentrations in music and philosophy. After a five-year stint as a working reporter, Professor Fredin earned a doctorate in mass communications from the University of Michigan. For seven years he served as an instructor and assistant professor of journalism at Indiana University and then moved to Ohio State in 1985. In his 17 years of service to Ohio State, Professor Fredin taught a wide variety of courses, most with a central focus on the role of the media in society.

Professor Fredin was widely recognized by colleagues and students as a highly involved and caring teacher. He was especially concerned that journalism be taught critically and intellectually. This teaching emphasis formed a synergistic relationship with Professor Fredin's scholarship which emphasized how communication in general and media in particular serve democracy for better or for worse.

Professor Fredin was actively involved in governance within his school, serving actively over the years on promotion and tenure, graduate studies, and research committees. He was also an active author and reviewer for the academic journals in mass communication studies.

On behalf of the University community, the Board of Trustees expresses to the family of Eric S. Fredin its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Nicholas Holowaychuk

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 16, 2002, of Nicholas Holowaychuk, Professor Emeritus in the Department of Horticulture and Crop Science (formerly the Department of Agronomy).

Professor Holowaychuk held Bachelor of Science and Master of Science degrees from the University of Alberta, Canada. He received his Ph.D. degree from The Ohio State University in 1950 and was appointed assistant professor that same year. He served the Department of Agronomy for 28 years, retiring as professor in 1978. His teaching and scholarship interests focused on the genesis and classification of soils as well as their distribution and wise use.

Prior to his appointment to the faculty of The Ohio State University, Dr. Holowaychuk had been employed as a soil scientist with the U.S. Department of Agriculture. In that position he worked in several Great Plains and New England states. During World War II he served with the U.S. Army Air Force as a weather forecaster and received the Bronze Star for service in the Middle East.

RESOLUTIONS IN MEMORIAM (contd)

Nicholas Holowaychuk (contd)

During his tenure, his expertise was sought by many in various parts of the United States and in foreign countries. Dr. Holowaychuk was instrumental in the formation of cooperative arrangements between university, state, and federal organizations to promote the wise use of the soil as an invaluable natural resource. He helped found and served as chairman of Ohio's Soil Inventory Board. His interest in soils of cold regions led to his helping to organize the Byrd Polar Research Center at OSU. In 1968-69 he traveled to India and Brazil as a consultant to the Ohio State-USAID programs in those countries. Other assignments included Alaska, Greenland, and the Belgian Congo.

Professor Holowaychuk served his profession as a teacher and researcher at the local, national, and international levels. He was a long-term member of the Soil Science Society of America and the International Soil Science Society. In 1958 he was honored as a Fellow in the American Association for the Advancement of Science and in 1963 was named Fellow in the Ohio Academy of Science.

On behalf of the University community, The Board of Trustees expresses to the family of Professor Nicholas Holowaychuk its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

George E. MacWood

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 11, 2002, of George E. MacWood, Associate Professor Emeritus in the Department of Chemistry.

Professor MacWood held an A.B. degree from Columbia College, B.S. and Ch.E. degrees from the Columbia Engineering School, and a Ph.D. degree from Columbia University where he was also an instructor. He was a recipient of a National Science Foundation fellowship for post-doctoral work at the University of Leiden before 1938, after which time he joined The Ohio State University. During the period from 1943 to 1946, he served on the Manhattan Project as an assistant director of the Lawrence Livermore Radiation Laboratory in Berkeley. After World War II, he returned to Ohio State as an associate professor of chemistry and remained a faculty member until his retirement in 1977.

Professor MacWood was a sound teacher of great versatility. He taught freshman chemistry as well as most of the physical chemistry offerings of the department at some time during his career. He was a superb teacher of thermodynamics at the highest level. He chaired many seminars covering topics in quantum mechanics, non-uniform gas theory, and solid state chemistry.

George MacWood's research covered a considerable range of subjects. With Professor Harold C. Urey he determined the Raman spectra of deuterium and its compounds with hydrogen. This work in part gained the Nobel Prize for Dr. Urey. At Leiden, Professor MacWood determined the viscosity of helium at the time that superfluid helium was discovered. He noted that superfluid helium slipped over a solid surface, the only known liquid displaying this property.

At The Ohio State University, his work covered a wide variety of subjects, i.e. (1) sublimation rates of solids, (2) the thermodynamics of titanium halides, (3) temperature-entropy diagram for diborane, (4) the heat of conversion of para-hydrogen to equilibrium hydrogen below 20° K, and (5) the determination of virial coefficients for a variety of halo-methanes which finds application in refrigeration engineering.

Professor MacWood was an active member of the University community. He served on many doctoral examination committees. He served as assistant director of the Research Foundation of The Ohio State University from 1954-1961. In short, George MacWood was a vastly knowledgeable professor of wide experience.

RESOLUTIONS IN MEMORIAM (contd)

George E. MacWood (contd)

On behalf of the University community, the Board of Trustees expresses to the family of George E. MacWood its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Stuart Lee Petrie

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on December 31, 2001, of Stuart Lee Petrie, Professor Emeritus in the Department of Aerospace Engineering and Aviation.

Professor Petrie entered the Aeronautical Engineering Program as a freshman in 1954 and embarked on a 32-year career of excellence in teaching, research, service, and administration at OSU. Joining the department's Aerodynamic Research Laboratory as a research associate after graduation with his bachelor's degree, he focused on hypersonic aerodynamics as a newly emerging research activity. He rapidly attained national recognition for his development of diagnostic instrumentation for high temperature airflows, using electron beam and spectroscopy to make non-intrusive measurements in hypersonic plasmas.

Stuart Petrie received his doctorate in 1964 and joined the teaching faculty of the newly named Department of Aeronautical and Astronautical Engineering. Teaching classes in advanced aerodynamics, he again excelled by putting his students at ease by his classroom demeanor, eliciting questions, and clarifying complex high temperature phenomena. Professor Petrie brought his research into the classroom. His classes were always lively with discussion and were a breeding ground for innovative ideas. His students showed their appreciation by selecting Professor Petrie for one the first MacQuigg Awards. The MacQuigg is a College of Engineering award for teaching excellence as determined by the engineering college students.

Professor Petrie was selected as the second chairperson of the Department of Aeronautical and Astronautical Engineering, upon the retirement of Chairperson Garvin Von Eschen (1946 – 1979), and continued in that role until his own retirement from the University in 1986. Professor Petrie was sought after as a consultant to industry and government, and served on many national committees for DoD, NASA, USAF, and others involved in aerodynamic research. He was especially influential in the operations of the Supersonic Wind Tunnel Association. This unique organization of specialists in experimental research is composed of research leaders from academia, government, and industry who guide much of the nation's aerodynamic research programs. Professor Petrie had several leadership roles in the STA and was honored by the organization for his exceptional service.

After retirement, Professor Petrie continued to serve the aerospace community by directing his technical expertise in supporting the operations of the NASA Lewis Research Center as vice president of Sverdrup Technologies. However, OSU was never far from his heart – he continued to serve as a member of the Department of Aeronautical and Astronautical Engineering's advisory board and was always available to the faculty, and helped in recruiting and research activities.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Stuart Lee Petrie its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

RESOLUTIONS IN MEMORIAM (contd)

Walter C. Rothenbuhler

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 14, 2002, of Walter C. Rothenbuhler, Professor Emeritus in the Department of Entomology.

Professor Rothenbuhler held Bachelor of Science, Master of Science, and Doctor of Philosophy degrees from Iowa State University. He was appointed an assistant professor at Iowa State University in 1954 and then joined the faculty of The Ohio State University in 1962. He was widely recognized as the leading researcher in the area of honey bee genetics and, in fact, his research had a major impact in the field of behavior and genetics. His work on honey bees was the first to establish a genetic basis for behavior, and his seminal work in this field in the 1960s is rightly considered to have laid the foundation for the current discipline of behavioral genetics. In addition, his work resulted in the development of effective breeding techniques for the management of disease resistance in honey bees.

He was an outstanding teacher and taught popular courses at The Ohio State University in animal behavior, behavioral genetics, and honey bee biology. He mentored 44 graduate students, many of whom are currently leading U.S. researchers in the field of honey bee biology. Professor Rothenbuhler retired from the University in 1985, but continued to maintain close contact with his former associates as long as his health permitted. As a tribute to his many contributions to the field of honey bee biology, the University named the Rothenbuhler Honey Bee Research Laboratory in his honor in 1989.

Professor Rothenbuhler served his profession at the highest level. He was elected an AAAS Fellow, he was an active member of several professional societies, and he served on the National Research Council Committee on the African Bee. He was a dedicated faculty member who was much appreciated by his students and faculty colleagues.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Walter C. Rothenbuhler its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

REPORT OF RESEARCH CONTRACTS AND GRANTS

Resolution No. 2003-30

Synopsis: The reports on research and other sponsored program contracts and grants and the summaries for June and July 2002 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the months of June and July 2002 be approved.

REPORT ON UNIVERSITY DEVELOPMENT

Resolution No. 2003-31

Synopsis: The report on the receipt of gifts and the summary for June 2002 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of Ruth Stanton Chair in Veterinary Medicine; and

WHEREAS this report includes the establishment of twenty-four (24) new named endowed funds and the amendment of three (3) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of June 2002 be approved.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT

July through June
2000-2001 Compared to 2001-2002

GIFT RECEIPTS BY DONOR TYPE

| | Dollars July through June | | |
|--------------------------------------|------------------------------|---------------------|-------------------|
| | <u>2000-2001</u> | <u>2001-2002</u> | <u>%Change</u> |
| Individuals: | | | |
| Alumni (Current Giving) | \$62,061,417 | \$33,260,106 | (46) |
| Alumni (From Bequests) | <u>7,514,087</u> | <u>5,811,342</u> | (23) |
| Alumni Total | \$69,575,504 | \$39,071,448 | (44) |
| Non-Alumni (Current Giving) | \$24,212,654 | \$16,706,727 | (31) |
| Non-Alumni (From Bequests) | <u>10,094,396</u> | <u>3,619,011</u> | (64) |
| Non-Alumni Total | \$34,307,050 | \$20,325,738 | (41) |
| Individual Total | \$103,882,554 | \$59,397,186 | (43) ^A |
| Corporations/Corp/Foundations | \$65,393,047 | \$68,970,090 | 5 |
| Private Foundations | \$22,810,760 | \$30,227,818 | 33 ^B |
| Associations and Other Organizations | <u>\$18,464,494</u> | <u>\$20,897,592</u> | 13 ^C |
| Total | \$210,550,855 | \$179,492,686 | (15) |

NOTES

- A Individual giving is down 43% due to two primary factors: \$30.3 million gift from an alumnus that was received in June, 2001; and significantly less realized expectancies from bequests.
- B Foundation giving at the \$10,000 or more level is up 43% so far this year (\$18.1 million from 187 gifts last year; \$25.8 million from 230 gifts this year).
- C Other organizations and associations have given about \$200,000 more at the \$10,000 or more level so far this year compared with last year.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT (contd)

July from June
2000-2001 Compared to 2001-2002

GIFT RECEIPTS BY PURPOSE

| | Dollars July through June | | |
|--|------------------------------|--------------------|-----------------|
| | <u>2000-2001</u> | <u>2001-2002</u> | <u>% Change</u> |
| Gift Receipts to Current Use and Endowment Funds: | | | |
| Buildings/Equipment | \$29,828,669 | \$26,751,606 | (10) |
| Faculty Support | \$24,228,488 | \$12,391,800 | (49) |
| Program Support | \$122,165,717 | \$117,916,174 | (3) |
| Student Financial Aid | \$23,533,599 | \$12,932,221 | (45) |
| Annual Funds-Colleges/Departments | \$9,006,443 | \$8,229,446 | (9) |
| Annual Funds-University | <u>\$1,787,939</u> | <u>\$1,271,439</u> | (29) |
| Total | \$210,550,855 | \$179,492,686 | (15) |

GIFT ADDITIONS TO ENDOWMENT

| | Dollars July through June | | |
|--|------------------------------|------------------|-----------------|
| | <u>2000-2001</u> | <u>2001-2002</u> | <u>% Change</u> |
| | \$61,303,351 | \$38,035,369 | (38) |

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

| | <u>Previous Gifts</u> | <u>Current Gifts</u> | <u>Total Gifts</u> |
|---|---------------------------|--------------------------|------------------------|
| <u>Establishment of Named Endowed Funds</u> | | | |
| The Novice G. Fawcett Scholarship Fund in Educational Administration (Used to provide support to Ph.D. students in the College of Education studying with the Novice G. Fawcett Chair; provided by gifts from the estate of Novice G. Fawcett) | | \$100,000.00 | \$100,000.00 |
| The Franz T. Stone Laboratory Research Endowment Fund (Used to support research conducted at the Franz T. Stone Laboratory; provided by gifts from the estate of Katherine D. Stone) | | \$38,765.00 | \$38,765.00 |
| The Porterfield-Dickens SPA Assistantship Fund (Used to provide support for an assistantship in the College of Education; provided by gifts from faculty, staff and alumni of Student Affairs/Higher Education) | | \$34,962.34 | \$34,962.34 |
| John L. Crites Fellowship at Stone Laboratory Fund (Used to support research awards for research at Franz T. Stone Laboratory; provided by gifts from alumni and Friends of Stone Laboratory) | | \$26,290.00 | \$26,290.00 |
| The George A. Krieger University Scholarship Fund (Used to provide Merit Scholarship support at the University Scholarship level; provided by gifts from George A. Krieger and the Krieger family) (grandfathered) | | \$15,000.00 | \$15,000.00 |
| The Seubert Family Chadwick Arboretum Guest Lecturer Endowment Fund (Used to support a guest lecturer at the Chadwick Arboretum; provided by gifts from Howard P. Seubert, Mariruth Dresbach Seubert, Suzanne Seubert-Rowan, Stuart H. Seubert, and Steven M. Seubert) (grandfathered) | | \$5,500.00 | \$5,500.00 |

Change in Description of Named Endowed Fund

The Helen Strow International Programs Fund
in the College of Human Ecology

Change in Name and Description of Named Endowed Funds

From: T. Kline Hamilton Award
To: T. Kline Hamilton Award Fund

From: Marion Campus Minority Scholarship Fund
To: Larry Prude Memorial Minority Scholarship Fund

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION

| | <u>Previous Gifts</u> | <u>Current Gifts</u> | <u>Total Gifts</u> |
|--|---------------------------|--------------------------|------------------------|
| <u>Establishment of Named Endowed Chair</u> | | | |
| Ruth Stanton Chair in Veterinary Medicine (Used to support a chair in the College of Veterinary Medicine; provided by a gift from Frank Stanton) | | \$1,504,404.00 | \$1,504,404.00 |
| <u>Establishment of Named Endowed Funds</u> | | | |
| The Excellence in Radiology Endowment Fund (Used to support priorities in the Department of Radiology in the College of Medicine and Public Health; provided by gifts from corporations, foundations, and individual donors) | | \$581,111.02 | \$581,111.02 |
| The George A. and Jean M. Madden Parkinson's Disease/Movement Disorders Endowment Fund (Used to support research and education conducted in the "George and Jean Madden – National Parkinson Foundation Parkinson's Disease Center for Excellence"; provided by gifts from the estate of George A. Madden, Jean M. Madden, and the George A. and Jean M. Madden Foundation) | \$504,913.00 | | \$504,913.00 |
| The Fultz Family Athletic Scholarship Fund (Used to provide scholarship costs of student athletes participating on the varsity football team; provided by gifts from Robert R. Fultz and Judith M. Fultz) | | \$102,720.00 | \$102,720.00 |
| The Marjorie Weaver Endowment Fund for Human Cancer Genetics Research (Used to support research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by an estate gift from Marjorie Weaver) | | \$52,315.00 | \$52,315.00 |
| The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology Fund (Used to support the salary and research of the surgical oncology chief at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by gifts from Mrs. Arthur G. James, the James family, friends, and former patients of Arthur G. James) | | \$49,069.00 | \$49,069.00 |
| Richard D. Johnson Leadership Endowment Fund (Used to provide scholarships to be awarded to Mount Leadership Society Scholar juniors and seniors; provided by gifts from Richard D. Johnson) | | \$45,648.00 | \$45,648.00 |

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

| | <u>Previous Gifts</u> | <u>Current Gifts</u> | <u>Total Gifts</u> |
|---|---------------------------|--------------------------|------------------------|
| <u>Establishment of Named Endowed Funds (contd)</u> | | | |
| The Helen, Joseph, Lynne and Steve Skilken Athletic Scholarship Fund for Wrestling (Used to supplement the student-athlete grant-in-aid scholarship costs of a undergraduate member of the OSU men's wrestling team; provided a gift from the Helen and Joseph Skilken Family) | | \$40,000.00 | \$40,000.00 |
| The Honorable Robert M. Duncan Scholarship Fund (Used to fund a scholarship for an outstanding first-year student entering the Moritz College of Law; provided by a gift from the Honorable Robert M. Duncan) | | \$38,000.00 | \$38,000.00 |
| The Dr. and Mrs. Richard O. Hecker Dentistry Scholarship Fund (Used to fund a scholarship in the College of Dentistry; provided by a gift from Dr. Richard O. Hecker) | | \$35,000.00 | \$35,000.00 |
| The Christopher and Suzanne Widing Athletic Scholarship Fund (Used to supplement the student-athlete grant-in-aid scholarship costs of a undergraduate member of the OSU men's varsity lacrosse team who graduated from a Central Ohio public high school; provided by gifts from Christopher and Suzanne Widing) | | \$30,000.00 | \$30,000.00 |
| The Wastewater Treatment Research Endowment Fund (Used to support graduate research assistance on innovative treatment technology for wastewater; provided by gifts from Dr. Karen Mancl and industry donors) | | \$28,250.00 | \$28,250.00 |
| The Steven Douglas and Alison Lanza Falls Agricultural Vice President's Fund (Used to support programs identified by the agricultural administration vice president as priorities in the College of Food, Agriculture, and Environmental Sciences; provided by gifts from Steven Douglas Falls and Alison Lanza Falls) | | \$27,500.00 | \$27,500.00 |
| The A. Louise Gerbig Memorial Fund in Cancer Research (Used to support the area of greatest need in cancer research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by a gift from Robert L. and Teri W. Gerbig) | | \$26,000.00 | \$26,000.00 |

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

| | <u>Previous Gifts</u> | <u>Current Gifts</u> | <u>Total Gifts</u> |
|---|---------------------------|--------------------------|------------------------|
| <u>Establishment of Named Endowed Funds (contd)</u> | | | |
| The Robert L. Baker Scholarship Fund (Used to provide a scholarship for an undergraduate student majoring in business administration; provided by gifts from Robert L. and Jane Baker) | | \$25,004.00 | \$25,004.00 |
| The Galloway Family Athletic Scholarship Fund (Used to supplement the grant-in-aid scholarship costs of a student athlete who is an undergraduate member of an OSU varsity team; provided by gifts from Joseph S. Galloway) | | \$25,000.00 | \$25,000.00 |
| The Gross Family Scholarship Fund in Pharmacy (Used to provide assistance to College of Pharmacy students with an interest in community pharmacy; provided by a gift from Melvin and Adelle Gross) | | \$25,000.00 | \$25,000.00 |
| The Gustav W. Huhn Endowed Scholarship Fund (Used to provide scholarships for students in the Department of Horticulture and Crop Sciences; provided by gifts Gertrude H. Huhn) | | \$25,000.00 | \$25,000.00 |
| The Margaret E. Love Endowment Fund for Cancer Research Education and Outreach (Used to support cancer research education and outreach within the Human Cancer Genetics Program at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute; provided by a gift from the estate of Margaret E. Love) | | \$25,000.00 | \$25,000.00 |
| Total | \$504,913.00 | \$2,905,538.36 | \$3,410,451.36 |

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Establishment of Named Endowed Funds

The Novice G. Fawcett Scholarship Fund in Educational Administration

The Novice G. Fawcett Scholarship Fund in Educational Administration was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from the estate of Novice G. Fawcett (M.A., Education, 1937), president emeritus of The Ohio State University.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

Establishment of Named Endowed Funds (contd)

The Novice G. Fawcett Scholarship Fund in Educational Administration (contd)

The annual income shall be used to provide support to Ph.D. students in the College of Education who are studying with the faculty member who holds the Novice G. Fawcett Chair in Educational Administration. The scholarship will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the dean of the College of Education in order to carry out the desire of the donor.

\$100,000.00

The Franz T. Stone Laboratory Research Endowment Fund

The Franz T. Stone Laboratory Research Endowment Fund was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from the estate of Katherine D. Stone of Clarence, New York.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income from the endowment fund shall be used to support research conducted at the Franz T. Stone Laboratory. Uses of the fund shall include, but not be limited to, support of: student stipends and salaries, student and faculty housing, equipment and supplies, travel and time on research vessels, compensation for resident research monitors and scientists, and research fellowships. Fellowships shall be awarded in consultation with the University Committee on Student Financial Aid.

The use of the annual income shall be directed by the director of the Franz T. Stone Laboratory, in consultation with the director of the Ohio Sea Grant College Program and the Stone Laboratory Scholarship and/or Research Committee.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the director of School of Natural Resources and the director of Franz T. Stone Laboratory, or their successor in order to carry out the desire of the donor.

\$38,765.00

The Porterfield-Dickens SPA Assistantship Fund

The Porterfield-Dickens SPA Assistantship Fund was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from faculty, staff, and alumni of the Student Affairs/Higher Education Program of The Ohio State University College of Education.

The fund was established to honor the memory of William D. Porterfield (M.A., Education, 1982; Ph.D., Education, 1984) and Cynthia Sullivan Dickens (B.S.Ed., 1970; M.A., Education, 1973; Ph.D., Education, 1994). William is remembered for his fierce passion for learning, his intellectual capacity, commitment, and dedication to quality research and effective practice. Until his death in 1995, he was a brilliant scholar, talented teacher, and skilled trainer. His scholarship continues to

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

Establishment of Named Endowed Funds (contd)

The Porterfield-Dickens SPA Assistantship Fund (contd)

shape the field of higher education. Cynthia was a professor at Mississippi State University until her death in 1997. She worked steadfastly to improve conditions for women in higher education and served as an inspiring role model for all with whom she came into contact. She is remembered for her scholarship and for her work in the field of collaboration and mentoring. People were drawn to her because of her wonderful sense of humor and for her deeply enthusiastic belief in living life to the fullest.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

When the fund principal totals \$400,000, the annual income shall provide full support for an assistantship (tuition and stipend) to a graduate student in the Student Affairs/Higher Education Program through the Student Personnel Assistantship Program. Selection of the recipient shall be made by the director of the student personnel assistantship program.

Until that time, interest totaling no more than \$2,000 shall be awarded to a student(s) in the form of the Porterfield-Dickens Graduate Research Award. This award will be given to M.A. and/or Ph.D. students who are engaged in research that reflects the values and areas of inquiry modeled by William Porterfield and Cynthia Dickens. Such research may expand theoretical possibilities; critically examine current professional practice and/or reinvent practice; be collaborative; relate to understanding and minimizing the marginalization of individuals based on race, gender, sexual orientation, class or ethnicity; and hold the potential for improving the lives of students. Selection of the recipient shall be made by the director of the Student Personnel Assistantship Program.

Interest in excess of \$2,000 shall be reinvested into principal until the endowment is fully funded at \$400,000.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the dean of the College of Education in order to carry out the desire of the donors.

\$34,962.34

John L. Crites Research Fellowship at Stone Laboratory Fund

The John L. Crites Research Fellowship at Stone Laboratory Fund was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from alumni and the Friends of Stone Laboratory.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support undergraduate and graduate student research awards, with preference to graduate students, for research conducted at Franz Theodore Stone Laboratory. The awards may provide equipment, supplies, travel expenses, or stipends. The selection of the recipients shall be made by the director of Stone Laboratory with input from the Board of Directors of the Friends of Stone Laboratory and the Stone Laboratory Scholarship and/

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

Establishment of Named Endowed Funds (contd)

John L. Crites Research Fellowship at Stone Laboratory Fund (contd)

or Research Committee, and in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that 10 percent of the income from the endowment shall be reinvested to the principal on an annual basis.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the director of School of Natural Resources and the director of Franz Theodore Stone Laboratory, or their successor in order to carry out the desire of the donors.

\$26,290.00

The George A. Krieger University Scholarship Fund

The George A. Krieger University Scholarship Fund was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from George A. Krieger (B.S.Bus.Adm., 1950) of Columbus, Ohio, and the Krieger Family of Columbus, Ohio.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a Merit Scholar at the University Scholarship level. The George A. Krieger University Scholarship Fund will fund a University Scholar each year so long as the required grade point average is maintained. This scholarship fund is restricted to students enrolled or planning to enroll in The Max M. Fisher College of Business. The scholarship will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the dean of the Fisher College of Business and the associate provost for Honors and Scholars in the Office of Academic Affairs in order to carry out the desire of the donors.

\$15,000.00 (grandfathered)

The Seubert Family Chadwick Arboretum Guest Lecturer Endowment Fund

The Seubert Family Chadwick Arboretum Guest Lecturer Endowment Fund was established September 6, 2002, by the Board of Trustees of The Ohio State University with gifts from Howard P. Seubert, (matching gift from Rockwell International), and Mariruth Dresbach Seubert, (M.A., 1958) an avid gardener and wife of Howard who participated in the first Franklin County Master Gardener Class in 1993 and has been a longtime supporter and volunteer of the Chadwick Arboretum. Gifts were also given by Suzanne Seubert-Rowan (J.D., 1981), Stuart H. Seubert, and Steven M. Seubert, children of Howard and Mariruth.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

Establishment of Named Endowed Funds (contd)

The Seubert Family Chadwick Arboretum Guest Lecturer Endowment Fund (contd)

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The preferred use of the annual income shall be to support a guest lecturer at the Chadwick Arboretum. Other uses could include the sponsorship of educational programs with a focus on public horticultural education. In addition, the income can also be used for any other programs deemed desirable in connection with the operation of the Chadwick Arboretum in the Department of Horticulture and Crop Science in the College of Food, Agricultural, and Environmental Sciences at The Ohio State University.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences, and the chairperson of the Department of Horticulture and Crop Science, or their successor, in order to carry out the desire of the donors.

\$5,500.00 (grandfathered)

Change in Name and Description of Named Endowed Funds

T. Kline Hamilton Award Fund

The T. Kline Hamilton Award was established October 3, 1980, by the Board of Trustees of The Ohio State University with a gift from the Columbus Division – Dairy and Nutrition Council, now known as American Dairy Association and Dairy Council Mid East. The name and description were revised on September 6, 2002.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support graduate research related to the nutritional aspects of dairy products in the Department of Human Nutrition as well as The Ohio State University Interdisciplinary Ph.D. Program in the Department of Human Nutrition. The award will be made by the dean of the College of Human Ecology based on the recommendations of the T. Kline Hamilton Award Committee.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees with preference being given to the recommendations from the appropriate administrative official of the University who is then directly responsible for the College of Human Ecology in order to carry out the desire of the donor.

Larry Prude Memorial Minority Scholarship Fund

The Marion Campus Minority Scholarship Fund was established December 14, 1984, by the Board of Trustees of The Ohio State University with a gift from the OSU Marion Campus Minority Advisory Committee. The name and description were revised on September 6, 2002.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)

Change in Name and Description of Named Endowed Funds (contd)

Larry Prude Memorial Minority Scholarship Fund (contd)

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide one or more scholarships to deserving minority students of merit who are entering The Ohio State University and who enroll at the Marion Campus. The selection of the recipient(s) is to be made upon the recommendation of The Ohio State University Marion Campus Minority Scholarship Committee in consultation with the dean and director of the Marion Campus and the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees with preference being given to recommendations for the appropriate administrative official who is responsible for minority scholarships and who will identify recipients from the Marion, Ohio, area attending The Ohio State University in order to carry out the desire of the donor.

Change in Description of Named Endowed Fund

The Helen Strow International Programs Fund in the College of Human Ecology

The Helen Strow International Programs Fund in the College of Human Ecology was established June 29, 2001, by the Board of Trustees of The Ohio State University with lead gifts from Dr. Genevieve B. Schroeder (B.S.H.E., 1955; M.S., 1973; Ph.D., 1978), the estate of Helen Strow (B.S.H.E., 1925; M.S., 1931), and the estate of Dr. Florence J. Neuman (B.S.H.E., 1926; M.S., 1938; Ph.D., 1943). The description was revised on September 6, 2002.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support three separate purposes as follows:

- Three-year scholarship at the College of Human Ecology for undergraduate students from countries without an accredited university baccalaureate program – scholarships will be awarded in consultation with the University Committee on Student Financial Aid;
- Short-term international study tours or courses at universities abroad that will give College of Human Ecology students the chance to expand their knowledge of and experiences with families and communities worldwide; and
- Biannual support for an international student at the college to attend a national professional meeting, and for a U.S. student to attend an international professional meeting.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees with preference being given to the recommendations from the appropriate administrative official of the University who is then directly responsible for the College of Human Ecology in order to carry out the desire of the donors.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Chair

Ruth Stanton Chair in Veterinary Medicine

The Ruth Stanton Chair in Veterinary Medicine was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Frank Stanton (M.A., 1932; Ph.D., 1935) in memory of his wife, Ruth.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income will support a chair in the College of Veterinary Medicine to provide the opportunity to attract/retain the best leadership possible.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the person or unit with spending authority and/or appropriate University official in order to carry out the desire of the donor.

\$1,504,404.00

Establishment of Named Endowed Funds

The Excellence in Radiology Endowment Fund

The Excellence in Radiology Endowment Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from corporations (with a major gift from Ambulatory Imaging Inc.), foundations and individual donors (including faculty, alumni, and patients); and given to enhance the ongoing programs and strengthen special initiatives in the Department of Radiology.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support priorities in the Department of Radiology in the College of Medicine and Public Health including research, education, faculty development, training projects, and professorships or chairs at the discretion of the chairperson of the Department of Radiology. For research, the income may support, but is not limited to: scientific supplies, equipment, salaries for research personnel and activities required for quality medical research. In any given year that the endowment income is not fully expended, the unused portion should be reinvested in the endowment principal.

If funding reaches the level of \$750,000, the income may, at the recommendation of the chairperson of the Department of Radiology, be used for a professorship position supporting a distinguished scholar in the Department of Radiology. Appointment shall be made at the recommendation of the chairperson of the Department of Radiology in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

If funding reaches the chair level of \$1,500,000, the professorship may, at the recommendation of the chairperson of the Department of Radiology, be converted to a chair in the Department of Radiology. The chair position shall be held by a nationally eminent faculty member as recommended by the chairperson of the Department of Radiology in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health. The activities of the holder of the professorship or the chair shall be reviewed no less than every five years by the senior vice president for Health Sciences and dean of the College of Medicine and

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Excellence in Radiology Endowment Fund (contd)

Public Health to determine compliance with the intent of the donors as well as the academic and research standards of the University.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the chairperson of the Department of Radiology and with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$581,111.02

**The George A. and Jean M. Madden
Parkinson's Disease/Movement Disorders Endowment Fund**

The George A. and Jean M. Madden Parkinson's Disease/Movement Disorders Endowment Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of George A. Madden; from his wife, Jean M. Madden of Dublin, Ohio; and from the George A. and Jean M. Madden Foundation.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the interdisciplinary research and education being conducted in the "George and Jean Madden – National Parkinson Foundation Parkinson's Disease Center for Excellence," with emphasis on seeking the CAUSE of Parkinson's Disease. Allocation of annual income shall be made at the recommendation of the director of the Madden/NPF Parkinson's Disease Center in consultation with the chairperson of the Department of Neurology and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health and the director of the Madden – NPF Parkinson's Disease Center in order to carry out the desire of the donors.

\$504,913.00

The Fultz Family Athletic Scholarship Fund

The Fultz Family Athletic Scholarship Fund was established September 6, 2002, in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Robert E. Fultz (B.A., 1963) and Judith M. Fultz (B.S., 1963) both of Columbus, Ohio, and Naples, Florida.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarship costs of student athletes who are pursuing undergraduate degrees at The Ohio State University and participating on the varsity

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Fultz Family Athletic Scholarship Fund (contd)

football team. Recipients shall be selected by the director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donors.

\$102,720.00

The Marjorie Weaver Endowment Fund for Human Cancer Genetics Research

The Marjorie Weaver Endowment Fund for Human Cancer Genetics Research to support Human Cancer Genetics Research for the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Marjorie Weaver.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support Human Cancer Genetics Research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health. Any unused income shall be returned to the principal of this fund.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donor.

\$52,315.00

The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology Fund

The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology Fund at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mrs. Arthur G. James, the James family, friends, and former patients of Arthur G. James, M.D.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology Fund (contd)

The annual income shall be used to support the salary and research of the Chief of Surgical Oncology at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the director of The Arthur G. James Cancer Hospital, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

If the principal of the endowment reaches \$1,500,000, The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology shall be converted to The Dr. Arthur G. and Mildred C. James Chair in Surgical Oncology. The annual income shall be used to support the salary and research of an eminent scholar in surgical oncology at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University.

The Dr. Arthur G. and Mildred C. James Professorship in Surgical Oncology appointment shall be made upon the recommendation of the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center, in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health. The activities of the appointee shall be reviewed no less than every five years by the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center, in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health to determine compliance with the intent of the donor as well as the academic and research standards of the University.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$49,069.00

Richard D. Johnson Leadership Endowment Fund

The Richard D. Johnson Leadership Endowment Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Richard Darrell Johnson (B.I.E., 1958; M.B.A., 1962) of Lake Forest, Illinois.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide one or more scholarships that will be awarded to one or more Mount Leadership Society Scholar upperclassmen. The associate provost for Honors and Scholars in the Office of Academic Affairs and the director of the Mount Leadership Society will choose the recipient(s) using the criteria that the awardee(s) must possess leadership qualities that emulate the life and celebrate the achievements of Ruth Wiemer Mount. These qualities must have been demonstrated by being selected to a junior class honorary and/or senior class honorary; elected to a leadership position in The Ohio State University residence halls, student government, service organizations such as Ohio Staters, Inc., or other major co-curricular organizations; and have outstanding leadership/scholarship attributes that were exhibited during

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

Richard D. Johnson Leadership Endowment Fund (contd)

the two years of being a Mount Scholar. Scholarships will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the associate provost for Honors and Scholars in the Office of Academic Affairs, president of the University Foundation, and the director of Student Financial Aid in order to carry out the desire of the donor.

\$45,648.00

The Helen, Joseph, Lynne and Steve Skilken Athletic Scholarship Fund for Wrestling

The Helen, Joseph, Lynne and Steve Skilken Athletic Scholarship Fund for Wrestling was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the Helen and Joseph Skilken family.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the student-athlete grant-in-aid scholarship costs of a student-athlete who is a member of the men's wrestling team pursuing an undergraduate degree at The Ohio State University. The recipient will be selected by the director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donors.

\$40,000.00

The Honorable Robert M. Duncan Scholarship Fund

The Honorable Robert M. Duncan Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the Honorable Robert M. Duncan (B.S.Ed., 1948; J.D., 1952; Ph.D., 1979 - honorary) from Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to fund a scholarship for an outstanding first-year student entering The Michael E. Moritz College of Law who, by virtue of their background and accomplishments, will contribute to the intellectual and social diversity of the entering class. Special consideration will be given to African-American students and others who, because of their social and educational backgrounds and life experiences, have the potential to bring new perspectives to the study of law and the legal profession. The scholarship will be awarded in consultation with the University Committee on Student Financial Aid.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Honorable Robert M. Duncan Scholarship Fund (contd)

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of the Moritz College of Law in order to carry out the desire of the donor.

\$38,000.00

The Dr. and Mrs. Richard O. Hecker Dentistry Scholarship Fund

The Dr. and Mrs. Richard O. Hecker Dentistry Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Richard O. Hecker, (D.D.S., 1957) from Hot Springs Village, Arkansas.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to fund a scholarship in the College of Dentistry, with a preference given to an incoming or continuing dental student who has maintained a cumulative GPA of 2.75 or above. The scholarship will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of the College of Dentistry in order to carry out the desire of the donors.

\$35,000.00

The Christopher and Suzanne Widing Athletic Scholarship Fund

The Christopher and Suzanne Widing Athletic Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Christopher (B.S.Bus.Adm., 1970; M.B.A., 1979) and Suzanne (B.S., 1970) Widing of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the student-athlete grant-in-aid scholarship costs of a student athlete who is a member of the men's varsity lacrosse team and is from a Central Ohio public high school pursuing an undergraduate degree at The Ohio State University. The director of Athletics will select the recipient in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donors.

\$30,000.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Wastewater Treatment Research Endowment Fund

The Wastewater Treatment Research Endowment Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Karen Mancl, professor in the Department of Food, Agricultural, and Biological Engineering, and industry donors.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support graduate research assistance on innovative treatment technology for wastewater. Income shall be directed by the chairperson of the Department of Food, Agricultural, and Biological Engineering, in consultation with the faculty member who currently directs the wastewater research in the Department of Food, Agricultural, and Biological Engineering.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences, and the chairperson of the Department of Food, Agricultural, and Biological Engineering, or their successor, or program administrative officer in order to carry out the desire of the donors.

\$28,250.00

The Steven Douglas and Alison Lanza Falls Agricultural Vice President's Fund

The Steven Douglas and Alison Lanza Falls Agricultural Vice President's Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation from Steven Douglas Falls, (B.S., 1969; M.S., 1972) and Alison Lanza Falls (M.A., 1972), of Port Clinton, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support programs identified by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences as current and critical priorities in the College of Food, Agricultural, and Environmental Sciences. Uses of the fund shall include, but not be limited to support of: positive, creative work environment for students, faculty and staff; "outreach" to our external audiences; encouragement and promotion of student organizations, scholarships, professional development; college promotion and advancement; and other emerging college priorities. Scholarships will be awarded in consultation with the University Committee on Student Financial Aid.

The use of the annual income shall be directed by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences, or their designee.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the vice president for

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Steven Douglas and Alison Lanza Falls Agricultural Vice President's Fund (contd)

Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences, or their successor, in order to carry out the desire of the donors.

\$27,500.00

The A. Louise Gerbig Memorial Fund in Cancer Research

The A. Louise Gerbig Memorial Fund in Cancer Research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Robert L. (B.A., 1967) and Teri W. Gerbig of Powell, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the area of greatest need in cancer research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president of Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donors

\$26,000.00

The Robert L. Baker Scholarship Fund

The Robert L. Baker Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Robert L. (B.S.Bus.Adm., 1949) and his wife, Jane Baker.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide a scholarship for an undergraduate student majoring in business administration. The scholarship will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of The Max M. Fisher College of Business in order to carry out the desire of the donors.

\$25,004.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Galloway Family Athletic Scholarship Fund

The Galloway Family Athletic Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Joseph S. Galloway of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the grant-in-aid scholarship costs of a student athlete who is a member of a varsity team pursuing an undergraduate degree at The Ohio State University. The first preference for the recipient of the award is a student from Bellaire High School. The second preference is a student athlete involved in the sports of football, basketball, track, or baseball from the conference that Bellaire High School is a member, which currently is the Ohio Valley Athletic Conference (OVAC). If a candidate cannot be found meeting the qualifications ascribed above, the scholarship may be awarded to a member of the football team. On not less than an annual basis, written notification will be sent to Mr. Galloway stating the name of the recipient of this award, background information on the recipient and verification that the recipients selection was consistent with the selection criterion. Recipients shall be selected by the director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donor.

\$25,000.00

The Gross Family Scholarship Fund in Pharmacy

The Gross Family Scholarship Fund in Pharmacy was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Melvin (B.S.Pharm., 1965) and Adelle Gross (B.S., Med. Tech., 1965) of Los Angeles, California.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide assistance to a College of Pharmacy student(s) in good standing who demonstrates financial need, and has an interest in community pharmacy. The recipient(s) of the scholarship shall be determined by the dean of the College of Pharmacy and/or his/her designee. Scholarships will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of the College of Pharmacy and the donors in order to carry out the desire of the donors.

\$25,000.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Gustav W. Huhn Endowed Scholarship Fund

The Gustav W. Huhn Endowed Scholarship Fund was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gertrude H. Huhn of Cleveland, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarship(s) for students who are enrolled in the Department of Horticulture and Crop Science, with priority based on a concentration of study in the field of floriculture. The selection will be made in consultation with the University Committee on Student Financial Aid

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural and Environmental Sciences, and the chairperson of the Department of Horticulture and Crop Science, or their successor, in order to carry out the desire of the donor.

\$25,000.00

**The Margaret E. Love Endowment Fund
for Cancer Research Education and Outreach**

The Margaret E. Love Endowment Fund for Cancer Research Education and Outreach at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute was established September 6, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the estate of Margaret E. Love (B.S.Ed., 1941; M.A., 1962) of Bexley, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support cancer research education and outreach within the Human Cancer Genetics Program at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, and the senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, the director of the Comprehensive Cancer Center, the senior vice president of Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donor.

\$25,000.00

**AUTHORIZATION FOR DESIGNATED OFFICIALS
TO BUY, SELL, ASSIGN AND TRANSFER SECURITIES,
TO DEPOSIT OR WITHDRAW FUNDS FROM BANK ACCOUNTS,
AND TO DESIGNATE DEPOSITORIES**

Resolution No. 2003-32

Synopsis: Reauthorization for designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements is proposed.

WHEREAS designated officials of the University buy, sell, assign, and transfer stocks, bonds, and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University:

NOW THEREFORE

BE IT RESOLVED, That the Treasurer and/or Senior Vice President for Business and Finance and Chief Financial Officer be authorized to buy, sell, assign, and transfer any and all stocks, bonds, evidence of interest and/or indebtedness, interests in charitable remainder trust(s) not to exceed a net gift of \$250,000 or a trust market value of \$5 million, insurance investments, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That these officials be authorized to designate various financial institutions as depositories for The Ohio State University and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to sign agreements for bank, investment and financial services; and

BE IT FURTHER RESOLVED, That these officials be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit or other instruments owned or held by this University for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or dishonor any check, note, bill, draft or other instrument made, drawn or endorsed by the University.

FUNDING FOR UNIVERSITY DEVELOPMENT

Resolution No. 2003-33

Synopsis: Recommendation for the modification of the funding plan for University Development is proposed.

WHEREAS in July 2000 the Board of Trustees adopted a funding plan for University Development to support fund raising without General Funds support; and

WHEREAS continued investment in fund raising is needed to protect and enhance the University's ability to acquire private gift support:

NOW THEREFORE

FUNDING FOR UNIVERSITY DEVELOPMENT (contd)

BE IT RESOLVED, That effective July 1, 2002, the current 1.1% charge against all endowments be increased to 1.33% in order to fully support fund raising and other custodial and stewardship activities; and

BE IT FURTHER RESOLVED, That the University report back to the Investments Committee on a long-term funding plan as provided in Appendix XIV.

(See Appendix XIV for background information, page 389.)

**EMPLOYMENT OF ARCHITECTS/ENGINEERS,
EMPLOYMENT OF CONSTRUCTION MANAGER, AND
REQUEST FOR CONSTRUCTION BIDS**

Resolution No. 2003-34

THOMPSON LIBRARY RENOVATION
CAMERA CENTER – HOSPITAL LABS
FRY HALL ADDITION
MEDICAL CENTER CENTRAL CHILLED WATER EXPANSION
HEALTH SCIENCES QUADRANGLE
DAVIS HEART AND LUNG INSTITUTE - BASEMENT
WILCE STUDENT HEALTH CENTER RENOVATION – PHASE 2
GRAVES HALL – ULAR RENOVATIONS
WOMEN'S FIELD HOUSE RELOCATION
DAVIS HEART AND LUNG INSTITUTE – ROOM 089
PFAHL HALL EXECUTIVE DINING ROOM
TZAGOURNIS MEDICAL RESEARCH FACILITY – MRI AND RESEARCH LAB
DRINKO HALL - ROOM 249

Synopsis: Authorization to employ architect/engineering firms for the Thompson Library Renovation, Fry Hall Addition, Wilce Student Health Center Renovation – Phase 2, Graves Hall – ULAR Renovations, Pfahl Hall Executive Dining Room, Tzagournis Medical Research Facility – MRI and Research Lab, and Drinko Hall – Room 249 projects, employ construction managers for the Thompson Library Renovation project, and request construction bids for the Camera Center – Hospital Labs, Medical Center Central Chilled Water Expansion, Health Sciences Quadrangle, Davis Heart and Lung Institute – Basement, Wilce Student Health Center Renovation – Phase 2, Graves Hall – ULAR Renovations, Women's Field House Relocation, Davis Heart and Lung Institute – Room 089, Pfahl Hall Executive Dining Room, Tzagournis Medical Research Facility – MRI and Research Lab, Drinko Hall – Room 249 projects is requested.

WHEREAS the University desires to renovate and construct an addition to the Thompson Library, re-landscape a portion of the Oval, provide swing space during construction, and construct a new module to the Library Book Depository; and

WHEREAS the total conceptual project cost is \$99,000,000 in 2006 dollars, with funding anticipated by future capital appropriations (\$69,000,000 to \$79,000,000) and gifts to the University Libraries (\$20,000,000 to \$30,000,000); and

WHEREAS the University desires to renovate the Camera Center being leased by the University to use for physician and outpatient services; and

WHEREAS this is a relocation of the Community Ambulatory Care Center projects approved by the Board in May 1998 because the new location is programmatically better and will cost less to renovate than the other sites proposed; and

WHEREAS the total estimated project cost is \$10,000,000 and the total estimated construction cost is \$8,120,000, with funding provided by University Hospitals; and

**EMPLOYMENT OF ARCHITECTS/ENGINEERS,
EMPLOYMENT OF CONSTRUCTION MANAGER, AND
REQUEST FOR CONSTRUCTION BIDS (contd)**

WHEREAS the University desires to create the first phase of a future central chilled water plant for the Medical Center by increasing capacity in the chilled water plant and piping for the Ross Heart Hospital with the ability to link chiller plants together in the future; and

WHEREAS the total estimated project cost is \$4,397,700 and the total estimated construction cost is \$3,600,000, with funding provided by Ross Heart Hospital (\$1,569,725) and Health Sciences (\$2,827,975); and

WHEREAS the University desires to construct the Health Sciences Quadrangle as provided for in the South Campus District Plan; and

WHEREAS the total estimated project cost is \$2,903,575 and the total estimated construction cost is \$2,347,909, with funding provided by Ross Heart Hospital (\$1,413,225), Transportation and Parking Services (\$446,292), and Health Sciences (\$1,044,058); and

WHEREAS the University desires to construct a three-floor addition to Fry Hall to house additional clinical and office areas for patient-based research for the College of Optometry; and

WHEREAS the total conceptual project cost is \$8,100,000, with funding anticipated by the Board of Regents (\$1,000,000), future capital appropriations (\$3,600,000), National Institute of Health Grant (\$2,000,000), College of Optometry (\$1,500,000); and

WHEREAS University Hospitals desires to complete a portion of the basement shell space in the Davis Heart and Lung Institute to house five laboratories with associated offices and space for shared equipment; and

WHEREAS the total estimated project cost is \$1,163,625 and the total estimated construction cost is \$925,000, with funding provided by gifts to the College of Medicine and Public Health; and

WHEREAS University Hospitals desires to renovate space on the first and third floors of the Wilce Student Health Center to provide new Physical Therapy and Clinical Laboratory space; and

WHEREAS the total estimated project cost is \$1,113,360 and the total estimated construction cost is \$839,760, with funding provided by future University bond proceeds, with debt service paid from patient revenue; and

WHEREAS the University desires to renovate the Vivarium in Graves Hall for University Lab Animal Resources; and

WHEREAS the total estimated project cost is \$814,720 and the total estimated construction cost is \$667,698, with funding provided by the Board of Regents (\$189,443), National Institute of Health Grant (\$378,885), and the Office of Research (\$246,392); and

WHEREAS the University desires to relocate the Women's Field House from its current location south of Cunz Hall to east of Lincoln Tower for use as an educational classroom building with the existing grading conditions replicated and restoration of the exterior wood siding; and

WHEREAS the total estimated project cost is \$671,935 and the total estimated construction cost is \$595,835, with funding provided by the Department of Physical Facilities (\$654,935) and Student Affairs (\$17,000); and

WHEREAS the University desires to renovate a portion of the shell space in the lower level of the Davis Heart and Lung Institute to provide a wet lab space; and

WHEREAS the total estimated project cost is \$398,812 and the total estimated construction cost is \$328,240, with funding provided by gifts to Health Sciences; and

**EMPLOYMENT OF ARCHITECTS/ENGINEERS,
EMPLOYMENT OF CONSTRUCTION MANAGER, AND
REQUEST FOR CONSTRUCTION BIDS (contd)**

WHEREAS the University desires to renovate the present executive dining room in Pfahl Hall to provide an enhanced restaurant operation to complement and better meet the needs of the Blackwell Inn; and

WHEREAS the total estimated project cost is \$494,700 and the total estimated construction cost is \$417,500, with funding provided by Student Affairs; and

WHEREAS the University desires to remodel three rooms on the ground floor of the Tzagournis Medical Research Facility to house an MRI and related research lab; and

WHEREAS the total estimated project cost is \$312,270 and the total estimated construction cost is \$250,000, with funding by the College of Medicine and Public Health; and

WHEREAS the University desires to renovate and modernize the Moritz College of Law courtroom to accommodate contemporary modes of trial practice instruction and courtroom technology; and

WHEREAS the total estimated project cost is \$300,000 and the total estimated construction cost is \$250,000, with funding provided by the College of Law;

NOW THEREFORE

BE IT RESOLVED, That the Interim President and/or Senior Vice President for Business and Finance be authorized to select qualified architectural/engineering firms as necessary for the Thompson Library Renovation, Fry Hall Addition, Wilce Student Health Center Renovation – Phase 2, Graves Hall – ULAR Renovations, Pfahl Hall Executive Dining Room, Tzagournis Medical Research Facility – MRI and Research Lab, and Drinko Hall – Room 249 projects and that the fees for these services be negotiated between the firms selected and the University; and

BE IT FURTHER RESOLVED, That the Interim President and/or Senior Vice President for Business and Finance be authorized to select a qualified construction manager firm as necessary for the Thompson Library Renovation project and that the fees for these services be negotiated between the firm selected and the University; and

BE IT FURTHER RESOLVED, That the Interim President and/or Senior Vice President for Business and Finance be authorized to request construction bids for the Camera Center – Hospital Labs, Medical Center Central Chilled Water Expansion, Health Sciences Quadrangle, Davis Heart and Lung Institute – Basement, Wilce Student Health Center Renovation – Phase 2, Graves Hall – ULAR Renovations, Women's Field House Relocation, Davis Heart and Lung Institute – Room 089, Pfahl Hall Executive Dining Room, Tzagournis Medical Research Facility – MRI and Research Lab, Drinko Hall – Room 249 projects in accordance with established University and State of Ohio procedures, and if satisfactory bids are received, to issue contracts with all actions to be reported to this Board at the appropriate time.

(See Appendix XVII for background information and maps, page 393.)

SALE OF REAL PROPERTY

Resolution No. 2003-35

1375 SOUTH HAMILTON ROAD
COLUMBUS, OHIO

Synopsis: Authorization for the sale of an undivided one-half interest in improved real property located at 1375 South Hamilton Road in Columbus, Ohio, is proposed.

WHEREAS the Board of Trustees of The Ohio State University is presented with the opportunity to sell an undivided one-half interest in the improved real property located at 1375 South Hamilton Road; and

WHEREAS the total property has an appraised value of \$200,000, and the purchaser, DeMarco, Inc., has agreed to purchase the property at a price of \$202,000; and

WHEREAS the appropriate University offices have determined that the sale of this property is in the best interest of the University; and

WHEREAS net proceeds from the sale of the property will be reinvested by the Endowment:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to sell the University's interest in the property at 1375 South Hamilton Road to DeMarco, Inc., at a total price of not less than \$202,000, upon such terms and conditions as are deemed to be in the best interest of the University.

(See Appendix XVIII for background material and map, page 419.)

Upon motion of Ms. Hendricks, seconded by Mr. McFerson, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Patterson, Sofia, Slane, McFerson, and Judge Duncan, Mses. Longaberger and Hendricks.

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President Jennings:

I would also like to recommend to the Board the following resolutions:

NAMING OF BUILDING

Resolution No. 2003-36

Synopsis: Approval of the naming of the Ohio 4-H Center, soon to begin construction off Fred Taylor Drive at the intersection of Borror Drive, honoring the corporate generosity of Nationwide Enterprises and the Ohio Farm Bureau Federation is proposed.

WHEREAS Nationwide Enterprises has been a generous and longtime benefactor to The Ohio State University, its College of Food, Agricultural, and Environmental Sciences and, especially, the youth development programs of Ohio 4-H and the Ohio State University Extension; and

WHEREAS the Ohio Farm Bureau Federation has a long history of leadership development and training for young people and future leaders; and

WHEREAS both of these Ohio companies have an agribusiness heritage as corporate partners for over 75 years; and

NAMING OF BUILDING (contd)

WHEREAS both Nationwide Enterprises and the Ohio Farm Bureau Federation have made gifts and pledges which total approximately half of the cost of the new Ohio 4-H Center, making possible this new facility on the campus of The Ohio State University:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of bylaw 3335-1-08 of the Administrative Code, the Board of Trustees approves that the proposed 4-H Center be named "The Nationwide and Ohio Farm Bureau 4-H Center."

APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS

Resolution No. 2003-37

Synopsis: Approval of the Appointment and Reappointment of Investment Managers is proposed.

WHEREAS it is the policy of The Ohio State University to utilize the service of external Investment Managers to assist in the management of the University's Endowment Fund; and

WHEREAS the Investments Committee of the Board of Trustees periodically reviews the results obtained by the external Investment Managers and the amount of funds assigned to each of them; and

WHEREAS it is prudent investment policy to adjust the mix and amounts of money assigned to external Investment Managers as economic conditions and performance change; and

WHEREAS the number of external Investment Managers and the amount of funds assigned to them shall be determined by the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the Investments Committee of the Board of Trustees the following named external Investment Managers and the Office of the Treasurer shall be approved to manage Endowment Funds as follows:

| <u>Large Cap Equity Managers</u> | <u>Market Value/ Commitment As of 7/31/02</u> | <u>Changes</u> | <u>Revised Allocation</u> |
|---|--|-----------------------|--------------------------------------|
| ABN AMRO | \$ 32,535,661 | \$ --0-- | \$ 32,535,661 |
| Barclays S&P 500 | 170,437,734 | --0-- | 170,437,734 |
| Barclays Value Index | 21,355,543 | --0-- | 21,355,543 |
| Nicholas Applegate Mid Cap | 67,818,299 | --0-- | 67,818,299 |
| University Students | 14,229,242 | --0-- | 14,229,242 |
| <u>Small Cap Equity Managers</u> | | | |
| Barclays Extended | \$122,980,568 | \$ --0-- | \$122,980,568 |
| Meeder Financial | 72,098,004 | --0-- | 72,098,004 |
| Nicholas Applegate Small Cap | 22,265,599 | --0-- | 22,265,599 |

APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS (contd)

| <u>International Equity Managers</u> | <u>Market Value/ Commitment As of 7/31/02</u> | <u>Changes</u> | <u>Revised Allocation</u> |
|---|--|-----------------------|--------------------------------------|
| Barclays International | \$35,888,059 | \$ --0-- | 35,888,059 |
| Invesco Global Asset | 18,121,924 | --0-- | 18,121,924 |
| Sit International | 10,989,639 | --0-- | 10,989,639 |
| <u>Fixed Income Managers</u> | | | |
| Banc One | \$26,456,311 | \$ --0-- | 26,456,311 |
| Commonfund High Yield Bonds | 13,819,894 | --0-- | 13,819,894 |
| Cypress Asset Management | 24,931,305 | --0-- | 24,931,305 |
| Hughes Capital Management | 15,671,921 | --0-- | 15,671,921 |
| Huntington Trust | 32,122,979 | --0-- | 32,122,979 |
| MDL Capital Management | 79,840,630 | --0-- | 79,840,630 |
| <u>Alternative Managers</u> | | | |
| Battelle Technology Fund | \$2,625,000 | \$ --0-- | 2,625,000 |
| CID Seed Fund | 1,000,000 | --0-- | 1,000,000 |
| Commonfund Hedged Investors | --0-- | 15,000,000 | 15,000,000 |
| Commonfund New Leaders | 10,000,000 | --0-- | 10,000,000 |
| Commonfund Capital Partners | 7,067,000 | --0-- | 7,067,000 |
| EDF Ventures Seed Fund | 1,000,000 | --0-- | 1,000,000 |
| Mesirow Partnership Fund I | 10,000,000 | --0-- | 10,000,000 |
| Ramius Fund | 14,987,891 | --0-- | 14,987,891 |

Upon motion of Mr. Sofia, seconded by Ms. Hendricks, the Board of Trustees adopted the foregoing resolutions by six affirmative votes, cast by Messrs. Sofia, Slane, McFerson, and Judge Duncan, Mses. Longaberger and Hendricks, and one abstention cast by Mr. Patterson.

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PRESENTATION ON THE REGIONAL CAMPUS COMMISSION REPORT

Mr. Patterson:

One of the ongoing efforts this past year was the Regional Campus Commission, which Brit Kirwan had appointed, and it is a natural following to the Academic Plan. There was a lot of time spent on it. What was hoped to be done in a few months, took longer because it went into greater depth.

PRESENTATION ON THE REGIONAL CAMPUS COMMISSION REPORT (contd)

Mr. Patterson: (contd)

In various configurations, the Regional Campus Commission Report has been submitted to us and we have had numerous opportunities to go over it. It is before us today for approval, and I would ask Bobby or Randy Smith to add, perhaps, some brief comments that they may want to make.

Dr. Bobby D. Moser:

Thank you, Mr. Chairman. As the chairman just indicated, in June we brought the report to you and at that time it was not totally complete. We had all the recommendations down, but the report was not totally finalized at that time. Since then, there have been several things that have happened, but the recommendations have not changed. I know there was a Board retreat in August with the Board and the regional campus trustees and the recommendations were discussed and presented at that time.

What we have for you here today, is the what, who, and the when. The what is the recommendation, who is responsible for doing this, and when we're going to get it done. Randy --

Dr. W. Randy Smith:

At the top of the report that you have is an Executive Summary, which specifies three levels of recommendations, the action, and the timeline.

First, throughout this report there are two general recommendations that we hope will be pervasive throughout the University in the months ahead. That is to clearly specify why we have and why we need regional campuses. That is an activity that the Offices of Academic Affairs and Communications need to play out from this point forward. Something that our office needs to work on, Academic Affairs, is the system operations concept that is identified here. So those are pervasive recommendations throughout the report.

Second, there is a set of recommendations that relate to the mission and governance, and relate to admissions and enrollment that have been dealt with in considerable detail in recent months. These are activities that various offices, including the Office of Academic Affairs, and certainly the Board of Trustees itself, can deal with immediately. These are things that needed to be addressed and are now being brought forward in the report to be addressed.

Let me focus for a second on the longer-term recommendations. There is a set of activities related to students and student services. For example, these relate to housing and student services for those students on regional campuses, which really need to be developed now in a more detailed planning sense. So the regional campuses, OAA, Office of Business and Finance, and the Office of Student Affairs need to work on developing plans for those student services.

Faculty and curriculum – a dialogue needs to begin on the extent of the “One University” model that we identify here in this report. Any kind of modifications we need to make to it particularly with regard to any issues that have bubbled up in terms of variability that exists between and among departments with the “One University” model.

With regard to curriculum, the real issue here is the suggestion of a modest expansion in the degree programs that might be offered on the regional campuses. Here we are talking about a process that needs to play itself out over

PRESENTATION ON THE REGIONAL CAMPUS COMMISSION REPORT (contd)

Dr. Smith: (contd)

the months to ensure that those programs are the ones that we want to proceed with, and that the way we're going to offer them is clear.

And, finally, there is a set of issues related to co-location. I think one of the important points of this report is that it lays out what some of the issues we face with co-location are. As that discussion plays itself out in the months ahead – through the trustees, the Office of the President, and OAA – at least that backdrop document is there as a point of departure.

So these are the recommendations in three areas – general, short-term, and long-term -- and we have identified here offices that will be responsible for moving forward with them, and the timeline. That is as succinct as I can be with that.

Dr. Moser:

Thank you, Randy. Mr. Chairman, we think this report certainly contributes to the Academic Plan. This also helps us fulfill our land-grant mission by providing accessibility to students for this campus to have access to this University and accomplish their goal of getting a degree from The Ohio State University. Thank you.

Mr. Patterson:

Questions? Dan --

Mr. Slane:

I just want to express my appreciation to Randy. This was an enormous project and I thought he really did an outstanding job.

Mr. Patterson:

I would certainly concur. Randy had the challenge of bringing all of these reports together, as Karen knows, and melding it into one, involving a tremendous amount of time and effort. So thank you both and the Committee. There were a lot of hours spent on this one.

**ACCEPTANCE OF THE FINAL REPORT AND ENDORSEMENT
OF THE RECOMMENDATIONS OF THE PRESIDENTIAL COMMISSION
ON THE REGIONAL CAMPUSES**

Resolution No. 2003-38

WHEREAS The Ohio State University Regional Campuses play an important role in the mission of the University and are integral to all parts of the Academic Plan; and

WHEREAS the University President, in June 2001, established a Presidential Commission on the Regional Campuses to study their current characteristics and identify issues related to their future development; and

WHEREAS the Commission has completed a year-long study of the Regional Campuses that included data collection and review; site visits that provided input from Regional Campus faculty, students, staff, trustees, and administrators; and interviews with other universities that have regional campuses; and

**ACCEPTANCE OF THE FINAL REPORT AND ENDORSEMENT
OF THE RECOMMENDATIONS OF THE PRESIDENTIAL COMMISSION
ON THE REGIONAL CAMPUSES (contd)**

WHEREAS the Commission focused its recommendations on issues relating to mission and governance, admissions and enrollment, students and student services, and faculty and curriculum, and has identified a set of recommendations that can be implemented soon, and another set that will lead to further discussion and analysis within the University before adoption and implementation; and

WHEREAS the recommendations were presented at each Regional Campus (May 2002), to the University Senate (June 5, 2002), to The Ohio State University Board of Trustees (June 7, 2002), and to the Regional Campus Boards of Trustees (August 23, 2002):

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees accept the Final Report of the Presidential Commission on the Regional Campuses and endorse the recommendations and the plan for their implementation.

Upon motion of Ms. Hendricks, seconded by Mr. Sofia, the Board of Trustees adopted the foregoing resolution with six affirmative votes, cast by Messrs. Patterson, Sofia, Slane, McFerson, and Judge Duncan, and Ms. Hendricks, and one abstention cast by Ms. Longaberger.

(See Appendix XIX for Presidential Commission on the Regional Campuses, page 421.)

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Thereupon the Board adjourned to meet Friday, October 4, 2002, at The Ohio State University Longaberger Alumni House, Columbus, Ohio.

Attest:

William J. Napier
Secretary

James F. Patterson
Chairman

The Importance of Faculty-Student Interaction

Eddie Pauline, President, Undergraduate Student Government

Joe Shultz, Member, Board of Trustees

September 6, 2002

Today, the Ohio State University is a different institution than it was ten or even five years ago. Academic standards for undergraduate admission have steadily improved. There is increasing focus by faculty on research while simultaneously handling their classroom and teaching responsibilities. If, however, we intend to live up to the premise of the Academic Plan, and to “create a rich educational environment for undergraduates,” the university should continue to expand on such initiatives as reducing class sizes and increasing class accessibility. Those improvements, however, if left isolated, cannot induce the kind of profound changes necessary to escalate the undergraduate experience. These most important, permanent, and lasting advances must stem from improving relations between faculty and students.

There are many reasons the university should prioritize examining and enhancing faculty/student interaction. First, as we observe the effects of selective admissions, it is abundantly clear that students will expect more services from the university, which will include more contact with faculty.

But perhaps the most important reason to make the issue of faculty/student interaction a priority is to facilitate an enhancement of community at Ohio State. It is, unfortunately, too easy for students, faculty, staff and the administration to exist independently of each other and to ignore the overarching bond that connects us all. We need to stress the value of community and be active participants in making our university one of the strongest societies of learning in the nation. Especially in light of budget restructuring, we find ourselves in the precarious position of allowing students to be seen merely as dollar signs for departments. We need to completely dispel that notion and work on coming together to collectively strengthen our university. Improving the quality of student and faculty interactions will be the catalyst for making Ohio State more than a superior research institution, but a place that truly teaches the value of community participation and engagement for generations to come.

Ways to build:

- **Encourage more regular faculty members to serve in intellectual advisory roles for students. In addition to faculty advising, strong support for staff members is also needed to ensure students’ needs are met in the areas of scheduling, career counseling and personal support.**
- **Increase the number regular faculty teaching undergraduate courses. Early interaction with faculty can inspire students and result in more serious learning.**
- **Invite and expect more students to participate in faculty-supervised research opportunities. This may inspire long-term commitments to research from undergraduates later on in their academic career.**
- **Involve more faculty members in the extracurricular student experience. Participation in student organizations, off campus activities and other aspects of the undergraduate student world outside of the classroom can be a great learning experience to both the faculty member and student.**

- Find a fair way to monitor and evaluate the quality of teaching, with an emphasis on dual learning taking place, to ensure that both faculty and students are communicating effectively.
- Encourage faculty and students to create a welcoming and interactive relationship.
- *All these desired ways to improve student/faculty interaction will require changes in the reward system. Until faculty colleagues and the administration persuade faculty that student/faculty interaction is to be valued more highly, little change will occur. The importance of improved student/faculty interaction can best be communicated through the reward system.*

In a very real sense, encouraging faculty/student interaction is an issue that is simply the right thing to do. But both students and the administration must be realistic in the awesome demand placed on faculty. For these ambitious expectations to become a reality, Ohio State must reward faculty for quality interaction with students both inside and outside the classroom. These rewards must come from the leadership of Ohio State in the form of pay, tenure, promotion, and recognition for faculty who demonstrate a commitment to quality undergraduate education.

We must also work diligently to improve the student desire to interact with faculty. Many probably have never had the inclination to learn more about their professors, and we must communicate the benefits of working closely with faculty to the student body. We feel if faculty initiated an effort to connect with students on a very personal level, it would spark a reciprocated effect that would increase the number of students who work and interact with faculty.

If strengthened, faculty-student interaction could have widespread benefits for our institution. Improved retention and graduation rates, higher quality learning, more committed alumni, would be a few of the indicators that our university is better serving the needs of students.

Ultimately, this formula will complement the mission of the Academic Plan and allow The Ohio State University to achieve its goal of becoming a world-class teaching and research institution.

**BYLAWS OF THE MEDICAL STAFF AND RULES & REGULATIONS
THE OHIO STATE UNIVERSITY HOSPITALS
Revisions – July 25, 2002**

IMPACT STATEMENT

AMENDMENTS

I. MEDICAL STAFF BYLAWS

- A. Amendments to reflect compliance with health information privacy standards (HIPAA).
- B. Clarification of provisions for return from leave of absence to assure clinical competency.
- C. Clarification of the privilege of dentists and oral and maxillofacial surgeons.
- D. Authorized the Medical Director to grant privileges to non-medical staff members in cases of medical emergencies, in order to benefit the public by maximal use of hospital facilities.
- E. Clarified telemedicine privileges.
- F. Specified that the Medical Staff Administrative Committee is empowered to act upon medical staff appointments and reappointments (without prior action by the credentials committee) when timely action is necessary.
- G. Deleted the necessity for two readings of bylaw amendments, enabling more timely action on amendments. Two-thirds vote of the Medical Staff Administrative Committee is still required.

II. MEDICAL STAFF RULES AND REGULATIONS

- A. Made changes to ensure uniform terminology and meet JCAHO standards.
- B. Addressed the requirement for identifying and providing care for patients with mental, emotional, and or substance problems, including protection of the patient as well as the staff.
- C. Clarified the necessity for providing for alternate medical coverage for all patients if the attending physician is unavailable.
- D. Added new language detailing medical consultations.
- E. Adopted and modified the Rules and Regulations to incorporate electronic orders and compute order entries.
- F. Revised provisions on autopsies.
- G. Clarified surgical case review requirements, recognized this as an official peer review activity.
- H. Made significant changes to the requirements for medical records, including the definition of a complete medical chart and its contents; definition and timeliness of the inpatient history and physical; procedure notes; birth certificate language; and discharge summary timeliness.

THE OHIO STATE UNIVERSITY HOSPITALS
BYLAWS OF THE MEDICAL STAFF AND RULES & REGULATIONS (contd)
Revisions – July 25, 2002

IMPACT STATEMENT (contd)

AMENDMENTS

- I. Added section on medical information confidentiality.
- J. Modified the provisions on medical record entries and their authentication.
- K. Removed the necessity for a second reading of Rules and Regulation changes in order to expedite amendments.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff

3335-43-04 Membership.

(A) through (D) unchanged.

(E) Procedure for appointment.

(1) through (5) unchanged.

(6) Completed applications shall be acted upon as follows:

(a) through (c) unchanged.

All applications shall be acted upon by the Ohio state university hospitals board within one hundred fifty ~~twenty~~ days of receipt of a completed application. These time periods are deemed guidelines only and do not create any right to have an application processed within these precise periods. These periods may be stayed or altered pending receipt and verification of further information requested from the applicant, or if the application is deemed incomplete at any time. If the procedural rights specified in rule 3335-43-06 of the Administrative Code are activated, the time requirements provided therein govern the continued processing of the application.

(7) and (8) unchanged.

(F) Procedure for reappointment.

(1) At least one hundred eighty days prior to the end of the fiscal year, or the end of the biennial period, the chief of the clinical department shall provide each medical staff member with an application for reappointment to the medical staff on forms prescribed by the medical staff administrative committee. The reappointment application shall include all information necessary to update and evaluate the qualifications of the medical staff member. The chief of the clinical department shall review the information available on each medical staff member, and the chief of the clinical department shall make recommendations regarding reappointment to the medical staff and for granting clinical privileges for the ensuing biennial period. The chief of the clinical department's recommendation shall be transmitted in writing along with the signed and completed reappointment forms to the medical director at least ninety days prior to the end of the fiscal year or biennial period. The terms of paragraphs (A), (B), (C), (D), (E)(1), and (E)(2) of this rule shall apply to all applicants for reappointment. ~~An application for reappointment must be submitted by a medical staff member following a leave of absence from the medical staff or from the faculty.~~ Only completed applications for reappointment shall be considered by the credentials committee. An application for reappointment is complete when all the information requested on the reappointment application form is provided, the reappointment form is signed by the applicant, and the information is verified. A completed reappointment application form must contain:

(a) through (k) unchanged.

(l) Verification of completion of annual educational requirement as set forth in the university integrity and HIPAA programs.

(2) through (7) unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff (contd)

(G) Resumption of clinical activities following leave of absence.

- (1) A member of the medical staff who takes a leave of absence for medical reasons has the duty to disclose to his or her chief of clinical department and the medical director any medical leave of absence that may potentially impact his or her ability to discharge his or her clinical and teaching responsibilities. Upon return from a leave of absence for medical reasons the medical staff member must demonstrate his or her ability to exercise his or her clinical privileges upon return to clinical activity. The credentials committee, the medical director, the chief of the clinical service or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the committee for physician health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff member is seeking privileges.
- (2) All members of the medical staff who take a leave of absence for medical or non-medical reasons must be in good standing on the medical staff upon resumption of clinical activities. The usual procedures for appointment and reappointment, including deadlines for submission of application as set forth in this rule, will apply irrespective of the nature of the leave.

3335-43-07 Categories of the medical staff.

The medical staff of the Ohio state university hospitals shall be divided into four categories: honorary medical staff; attending medical staff; courtesy medical staff; and limited staff.

(A) through (D) unchanged.

(E) Clinical privileges.

(1) through (4) unchanged.

(5) Dental privileges.

- (a) Practitioners of dentistry, who have not been granted clinical privileges as oral and maxillofacial surgeons, may admit patients to the Ohio state university hospitals if such patients are being admitted solely to receive care which a dentist may provide without medical assistance, pursuant to the scope of the professional license of the dentist. Practitioners of dentistry must, in all other circumstances co-admit patients with a member of the medical staff who is a doctor of medicine or osteopathic medicine. A member of the medical staff who is a doctor of medicine or osteopathy shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals.
- (b) A member of the medical staff who is a doctor of medicine or osteopathy:
 - (i) Shall be responsible for any medical problems that the patient has while an inpatient of the Ohio state university hospitals; and
 - (ii) Shall confirm the findings, conclusions and assessment of risk prior to high risk diagnosis or therapeutic interventions defined by the medical staff.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff (contd)

- (c) Practitioners of dentistry shall be responsible for the dental care of the patient including the dental history and physical examination and all appropriate elements of the patient's record.
- (6) Oral and maxillofacial surgical privileges.
- All patients admitted to the Ohio state university hospitals for oral and maxillofacial surgical care shall receive the same medical appraisal as all other hospitalized patients. Qualified oral and maxillofacial surgeons shall admit patients, shall be responsible for the plan of care for the patients, shall perform the medical history and physical examination, if they have such privileges, in order to assess the medical, surgical, and anesthetic risks of the proposed operative and other procedure(s), and shall be responsible for the medical care that may be required at the time of admission or that may arise during hospitalization.
- ~~(6)~~
- (7) Other licensed health care professionals.
- (a) Unchanged.
- (b) A licensed health care professional as used herein, shall not be eligible for medical staff membership but shall be eligible to exercise those clinical privileges granted pursuant to these bylaws and in accordance with applicable Ohio state law. If granted such privileges under this rule and in accordance with applicable Ohio state law, other licensed health care professionals may perform all or part of the medical history and physical examination of a patient.
- (c) Licensed health care professionals shall apply and re-apply for clinical privileges on forms prescribed by the medical staff administrative committee and shall be processed in the same manner as provided in rule 3335-43-04 of the Administrative Code subject to the provisions of paragraph (F)(6) of this rule.
- ~~(e)~~(d) Balance unchanged.
- ~~(e)~~(e) Balance unchanged.
- ~~(e)~~(f) Balance unchanged.
- ~~(f)~~(g) Balance unchanged.
- ~~(e)~~(h) Balance unchanged.
- ~~(h)~~(i) Balance unchanged.
- ~~(i)~~(l) Balance unchanged.
- ~~(j)~~(k) Balance unchanged.
- ~~(7)~~ (l) Balance unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff (contd)

(8) Emergency privileges.

(a) Balance unchanged.

(b) Emergency privileges may be granted by the medical director or his or her designee to fully licensed, qualified individuals who at the time of the emergency are not members of the medical staff in order to provide voluntary services during a local, state, or national emergency in accordance with hospital/medical staff policy. The medical director may seek the recommendation of the chief of the clinical department. These privileges will be limited in scope and will terminate once the emergency situation subsides or at the discretion of the medical director.

(9) Telemedicine.

Telemedicine involves the use of electronic communication or other communication technologies to provide or support clinical care at a distance. Diagnosis and treatment of a patient may now be performed via telemedicine link.

(a) A member of the medical staff who wants to render care via telemedicine must so indicate on his or her application for clinical privileges.

(b) Generally, a member of the medical staff will be entitled to the same clinical privileges via telemedicine for which he has been granted privileges. The credentials committee, the chief of the clinical service, the medical director or the medical staff administrative committee shall have the prerogative of requiring documentation or making a determination of the appropriateness for the exercise of a particular specialty/sub-specialty via telemedicine.

3335-43-08 Organization of the medical staff.

(A) Unchanged.

(B) Names of clinical departments and divisions.

(1) through (3) unchanged.

(4) Internal medicine. The following divisions are designated:

- Allergy
- Cardiology
- ~~Clinical cancer genetics~~
- Community internal medicine
- Dermatology
- Endocrinology and metabolism
- Digestive diseases
- General medicine
- Hematology and oncology
- Human genetics
- Infectious diseases
- Nephrology
- Pulmonary
- Rheumatology - immunology

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff (contd)

(5) through (13) Unchanged.

(14) Psychiatry. The following divisions are designated:

General psychiatry
Child psychiatry
~~Sleep disorders medicine~~
~~Geriatric psychology~~
Geriatric psychiatry
Health psychology

(15) through (17) unchanged.

(C) Unchanged.

(D) Qualifications and responsibilities of the chief of the clinical department.

The academic department chairperson shall ordinarily serve also as the chief of the clinical department. Each clinical department chief shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each clinical department chief must be board certified by an appropriate specialty board or must establish comparable competence. Such qualifications shall be judged by the respective dean of the college of medicine and public health or dentistry. Qualifications for chief of the clinical department generally shall include: recognized clinical competence, sound judgment and well-developed administrative skills.

(1) through (2) unchanged.

(3) Duties of the chief of the clinical department.

Each clinical department chief shall:

(a) through (h) unchanged.

(i) Hold monthly clinical department meetings. The agenda for the meetings shall include, but not be limited to a discussion of the clinical activities of the department. Minutes of departmental meetings, including a record of attendance, shall be kept in the clinical department and the medical director's office. ~~Greater than fifty per cent unexcused absence from department meetings may serve as the basis for a recommendation of non-reappointment to the medical staff.~~

(j) through (k) unchanged.

3335-43-10 Administration of the medical staff of the Ohio state university hospitals.

(A) through (B) unchanged.

(C) Medical staff administrative committee:

(1) Unchanged.

(2) Duties.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Bylaws of the Medical Staff (contd)

(a) through (b) unchanged.

(c) To delegate appropriate staff business to committees while retaining the right of executive responsibility and authority over all medical staff committees. This shall include but is not limited to review of and action upon medical staff appointments and reappointments whenever timely action is necessary.

(d) through (n) unchanged.

(3) and (4) unchanged.

(D) through (H) unchanged.

(I) Medical ~~records~~ information management committee.

Balance unchanged.

3335-43-11 Meetings and dues.

(A) Meetings.

The medical staff of the Ohio state university hospitals shall conduct scheduled meetings twice yearly. Notice of the meeting shall be sent to all attending medical staff at least two weeks prior to the meeting. Attendance ~~at a minimum of one of the two regularly scheduled meetings is encouraged, but~~ shall not be a requirement for continued medical staff membership and clinical privileges. ~~Exceptions requested in writing in advance may be granted by the chief of staff, chief of staff-elect, or medical director. Unexcused absences shall be reported to the medical staff administrative committee.~~ Special meetings of the medical staff may be called at the option of the medical staff administrative committee.

(B) Unchanged.

3335-43-12 Amendments.

The bylaws committee shall review the bylaws and rules and regulations as need arises but not less than every two years. This committee shall recommend changes to the medical staff administrative committee.

These bylaws may be amended after notice is given at a meeting of the medical staff administrative committee. ~~Such notice shall be laid on the table until the next meeting and shall require two-thirds vote of the members of the medical staff administrative committee present for approval and submission to the medical staff for ratification. Ratification of an amendment shall be by a plurality of those medical staff members voting through written ballot. When an amendment is approved by the medical staff administrative committee and ratified by the medical staff it shall be forwarded in successive order to the Ohio state university hospitals board which shall accept or reject the requested amendment. The amendment shall become effective when accepted by the board in the form ratified by the medical staff. Significant changes to these bylaws shall be reported in writing to the medical staff and other individuals who have clinical privileges. Neither the medical staff, nor the Ohio state university hospitals board may unilaterally amend these medical staff bylaws. (B/T 9/6/2002)~~

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations

84-02 Admission procedures.

(A) Except in an emergency, no patient shall be admitted to the hospital until after a provisional diagnosis has been stated by the patient's attending physician or by a member of the attending staff or a designee, in the interest of assignment to the appropriate service area. The request for admission shall also include the following information:

(1) Unchanged.

(2) Any information which ~~will~~ shall warn responsible hospital personnel of any tendency of any patient to try to commit suicide or to injure others because of mental disturbance.

(3) Unchanged.

(B) In the event that a patient is presented to the hospital with an illness, emotional problem, or condition which is the result of alcoholism or drug abuse and which substantially impairs the patient's affairs and social relationships (including indications of self-harm such as attempted suicide or suicidal gestures), it is the responsibility of the attending physician to provide for a proper comprehensive plan of care, including emergency care.

If a patient with a mental disorder is treated in the hospital for a medical condition, it shall be the responsibility of the attending physician to notify hospital or medical staff personnel of the existence of the mental or substance disorders and to order such precautionary measures as may be necessary to assure protection of the patient and the protection of others whenever a patient might be a source of danger.

It shall also be the attending physician's responsibility to address the underlying mental health or substance abuse problem and when indicated, refer the patient to an appropriate or dedicated facility dealing with alcoholism/drug abuse or mental health problems.

84-03 Attending assignment.

(A) All patients entering university hospitals who have not requested the services of a member of the medical staff of university hospitals to be responsible for their care and treatment while a patient therein shall be assigned to a member of the attending staff of the clinical division or service concerned with the treatment of the disease, injury, or condition which necessitated the admission of the patient to university hospitals. This shall also apply to the transfer of patients within the clinical divisions or services of the university hospitals.

(B) Alternate attending medical staff member coverage. Each member of the medical staff shall designate on his or her medical staff application one or more members of the attending or courtesy medical staff who have accepted this responsibility and who shall be called to attend his or her patients if the responsible attending medical staff member is not available. The chief of the medical staff member's clinical department, the medical director or his designee shall have authority to call any member of the medical staff should the attending medical staff member and the alternate be unavailable. If the chief of the medical staff member's department, the medical director or his designee is unavailable, the emergency department physician on duty is responsible for arranging appropriate medical coverage until the attending medical staff member is available to care for the patient.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

84-04 Consultations.

(A) Consultation requirements.

When the attending or courtesy medical staff member identifies in the course of treating the patient, a patient care problem that requires intervention during the hospital stay that is outside the medical staff member's area of training and experience, it is the responsibility of the attending or courtesy medical staff member to obtain consultation by the appropriate specialist.

(B) Responsibility to monitor consultations.

It is the duty of the medical staff through its clinical departmental chiefs and the medical staff administrative committee to assure that members of the staff comply in the matter of requesting consultations as needed.

(C) Consultation contents.

A satisfactory consultation shall be rendered within 24 hours of the request and shall include examination of the patient, examination of the medical record, and a written opinion signed by the consultant that is made a part of such record. If operative procedures are involved, the consultation note, except in an emergency, shall be recorded prior to the operation.

84-04 84-05 Order writing privileges Privileges for giving orders.

(A) "Definition of "Patient Orders patient orders."

A patient order(s) is a prescription for care or treatment of inpatients, outpatients or emergency patients, which is written, or dictated verbally, An order can be given verbally, electronically or in writing to qualified personnel identified by category in paragraph (C) of this rule, and signed shall be authenticated by a the licensed medical practitioner. Patient orders may be written given initially, renewed, discontinued or cancelled. Throughout these rules and regulations, the word "written" and its grammatical derivatives, as used to describe a non-verbal order, refer to both written and electronically entered orders.

(B) Electronic ordering.

Electronic orders are equivalent and have the same force as written orders. Electronic orders have been expressly structured to mirror these rules and regulations and all policy guidelines adopted by the medical staff and hospital administration.

~~(B)~~

(C) Responsible medical practitioner.

The licensed physician, dentist, or podiatrist (under medical doctor supervision), or psychologist (under medical doctor supervision) member of the medical staff responsible for the hospitalization or outpatient care, and treatment of the patient is responsible for all orders for the patient. Attending, courtesy, and honorary medical staff may designate members of the limited staff to write or electronically enter orders under their direction. The attending staff member may also designate members of the pre-M.D. medical student group to write or electronically enter orders, but in all cases the orders shall be signed by the physician,

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

dentist, podiatrist, psychologist, or designated limited staff member who has the right of practice of medicine, dentistry, psychology, or podiatry, and who is responsible for that patient's care. All ~~written non-verbal~~ orders must be ~~signed~~ authenticated by the medical practitioner prior to the execution of the order(s) by the hospital or outpatient nursing staff or other professional groups.

Patient orders written or electronically entered by "off-service" ~~house officers~~ limited staff or consultant staff must be ~~countersigned~~ authenticated by the responsible practitioner or the practitioner's designee. Exception may be made in the event of preoperative orders or in the instance of acknowledged co-management; e.g. the intensive care unit or recovery room.

~~(C)~~

(D) Telephone and verbal orders.

Telephone and verbal orders may be given by the responsible attending physician, dentist, podiatrist, psychologist, or member of the limited ~~medical~~ staff only to health care providers who have been approved in writing by title or category by the medical director, the executive director of the hospitals, and each chief of the clinical service where they ~~will~~ shall exercise clinical privileges, and only where said health care provider is exercising clinical privileges which have been approved and delineated by job description for employees of the hospitals, or by the customary medical staff credentialing process when the provider is not an employee of the hospitals. Lists of the approval titles or categories of providers shall be maintained by the medical director. The job description or delineated privileges for each provider must indicate each provider's authority to receive telephone or verbal orders, including but not limited to the authority to receive orders for medications. The order is to be ~~written~~ recorded and ~~signed~~ authenticated by the approved health care provider to whom it is ~~dictated or given~~ as "verbal order by Dr.," or "V. O. or T. O. by Dr.," giving recording the medical practitioner's name and hour, ~~followed by the approved health care provider's signature~~ the time of the order. All telephone and verbal orders for D.E.A. schedule II controlled substances, patient seclusion, or patient restraint must be authenticated within one day by ~~signature of a~~ the licensed physician, dentist, podiatrist, psychologist or limited staff member. All other ~~inpatient~~ verbal and telephone orders must be authenticated within twenty-one days of discharge ~~by signature or visit~~ by a licensed physician, dentist, podiatrist, psychologist, or limited staff member. ~~All other outpatient verbal and telephone orders must be authenticated prior to or at the time of the next outpatient visit by signature of a licensed physician, dentist, podiatrist, or limited staff member.~~

~~(D)~~

(E) Standing orders.

Balance unchanged.

~~(E)~~

(F) Preprinted orders.

Balance unchanged.

~~(F)~~

(G) Investigational drug orders.

Balance unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

~~(G)~~

(H) Change of nursing service.

"Change of nursing service" means official and physical movement (transfer) of a patient from any permanent care unit to another with or without change in attending physician, dentist, psychologist, or podiatrist or clinical service. Orders effective before transfer must be renewed, ~~or rewritten~~ or reentered upon transfer by ~~signature of a the~~ responsible medical practitioner. The new or renewed orders may be written or electronically entered before or when the patient arrives on the receiving unit and may become effective immediately.

In each case of "change of nursing service," it is the responsibility of the receiving nurse to establish the availability of renewed or new written or electronically entered orders. Prior orders ~~will~~ shall remain in effect until new orders are available. This should be done within eight hours of transfer.

~~(H)~~

(I) Transfer of clinical service.

Transfer of clinical service means transfer of full patient responsibility from one attending physician, dentist, psychologist, or podiatrist to another; the patient may remain on the same unit or a "change of nursing service" may also occur. Admission of a patient from an emergency service to the hospital as an inpatient involves "transfer of clinical service."

For the purposes of ~~order writing~~ or electronically entering orders, two essentials of "transfer of clinical service" are necessary:

(1) Unchanged.

(2) Transfer of service may be completed only by the receiving service writing or electronically entering an order to the effect -- "accept in transfer (or admission) to Dr., cardiology service."

Orders effective before the transfer must be renewed, ~~or rewritten~~ or reentered upon transfer by ~~signature of a the~~ responsible medical practitioner. The new or renewed orders may be written or electronically entered before or at the time of transfer, and may become effective immediately. It is the responsibility of the receiving nurse to establish the availability of new or renewed orders. ~~if~~ If new orders are unavailable, then the nurse may continue previous orders and immediately notify the responsible medical practitioner.

~~(I)~~

(J) Patient orders and the "covering" medical practitioner.

Balance unchanged.

~~(J)~~

(K) Hospital discharge/readmission orders.

Hospital discharge from standard inpatient units or day care units to outpatient status requires appropriate discharge orders. Readmission to any inpatient unit requires new, rewritten/reentered or renewed orders by ~~signature of~~ the responsible medical practitioner.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

~~(K)~~

(L) Orders in emergency vehicles.

Balance unchanged.

~~(L)~~

(M) Do not resuscitate order.

Do not resuscitate orders must be written or electronically entered in strict compliance with the comprehensive policy guidelines published by the medical staff administrative committee and hospital administration. See hospital procedure manual section 03-24.

~~84-05~~ 84-06 Death and autopsy procedures.

(A) Every member of the medical staff shall be actively interested in securing ~~neeropsies~~ autopsies whenever possible. No ~~neeropsy~~ autopsy shall be performed without written consent, permission, or direction as prescribed by the laws of Ohio.

(B) Unchanged.

(C) All autopsies shall be performed by an attending pathologist with hospital privileges or other attending practitioner who is qualified to perform autopsies. The attending pathologist or his or her designee shall have the responsibility of informing the patient's attending physician or designee that a proper consent for the performance of an autopsy has been obtained. The anticipated time for the autopsy shall also be reported at this time.

(D) Criteria for autopsy requests include the following:

- (1) Coroner's cases when the coroner elects not to perform an autopsy. The county coroner has jurisdiction for performing an autopsy when death is the result of violence, casualty, or suicide, or occurs suddenly in a suspicious or unusual manner. Deaths occurring during surgery or within twenty-four hours of admission to the hospital are also coroner's cases, and the decision whether to autopsy is the coroner's responsibility. When the coroner elects not to perform an autopsy, a request for an autopsy shall be made pursuant to paragraph (A) of these rules and regulations.
- (2) Unexpected or unexplained deaths, where apparently due to natural causes or due to those occurring during or following any surgical, medical, or dental diagnostic procedures or therapies.
- (3) Undiagnosed infectious disease where results may be of value in treating close contacts.
- (4) All deaths in which the cause of death is not known with certainty on clinical grounds.
- (5) Cases where there is question of disease related to occupational exposure.
- (6) Organ donors (to rule out neoplastic or infectious disease).
- (7) Cases in which autopsy may help to allay the concerns of the family or public regarding the death and to provide assurance to them regarding the same.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

(8) Deaths in which autopsy may help to explain unknown or unanticipated medical complications to the attending.

(9) Deaths of patients who have participated in investigational therapy protocols.

(10) Deaths in which there is a need to enhance the education and knowledge of the medical staff and house staff. The attending practitioner shall be notified of the autopsies performed by the pathology department.

~~(C)~~

(E) When a necropsy an autopsy is performed, provisional anatomic diagnosis should be recorded in the medical record within three days and the complete protocol should be made a part of the record within ninety sixty days.

~~84-06 84-07~~ Disaster plan.

Balance unchanged.

~~84-07 84-08~~ Emergency care.

(A) through (C) unchanged.

(D) Policies.

Written policies concerning operation of emergency services ~~will~~ shall be developed by the medical director of the emergency department in consultation with appropriate services. These ~~will~~ shall be reviewed at least annually and approved by the medical staff or its representatives and the hospital administration. These ~~will~~ shall be revised as needed and dated at time of last review.

(E) Records.

Records ~~will~~ shall be maintained on all patients in accordance with the rules of the JCAHO for a level I service. The emergency record shall be incorporated into the permanent hospital record. All persons seeking care shall be identified in a control register.

~~84-08 84-09~~ Surgical case review ~~(tissue committees)~~.

Surgical case review shall be performed as part of the hospital's peer review and quality improvement activity on an ongoing basis, at least monthly, by each department/division (as appropriate) regularly doing surgical procedures. The review shall include indications for surgery and all cases in which there is a major discrepancy between preoperative and postoperative (including pathologic) diagnoses. Discrepancies between the clinical impression and tissue removed during a surgical procedure are identified by pathology and then referred to the appropriate department performing surgical procedures for review. A screening mechanism based on predetermined criteria may be established for cases involving no specimens. Written records of the evaluations and any action taken shall be maintained in the clinical quality and resource management department operations improvement division, available to the medical director or the director's designee and the clinical department chairperson or their designee.

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)***

Amended Medical Staff Rules and Regulations (contd)

~~84-09~~ 84-10 Tissue disposition.

All tissue and foreign bodies removed during a surgical procedure shall be sent to the pathology laboratory for examination except for the following categories. These exceptions may be invoked by the attending surgeon only when the quality of care is not compromised by the exception, when another suitable means of verification of the removal is routinely employed, and when there is an authenticated operative or other official report that documents the removal. The categories of specimens that may be exempted from pathological examination are the following:

~~(A) Discrepancies between the clinical impression and tissue removed during a surgical procedure are identified by pathology and then referred to the appropriate surgical committee for review. Final disposition is made by the quality assurance committee.~~

~~(B)~~

(A) Balance unchanged.

~~(C)~~

(B) Balance unchanged.

~~(D)~~

(C) Balance unchanged.

~~(E)~~

(D) Balance unchanged.

~~(F)~~

(E) Balance unchanged.

~~(G)~~

(F) Balance unchanged.

~~(H)~~

(G) Balance unchanged.

~~84-10~~ 84-11 Committees and policy groups.

In addition to the medical staff committees, the medical staff shall participate in the following hospital ~~committees~~ and monitoring functions: infection control, clinical quality ~~and resource~~ management, safety, ~~and disaster planning, and in other leadership council advisory policy groups.~~

~~84-11~~ 84-12 Medical information management committee.

(A) The medical information management committee has representation from medical staff, nursing, medical ~~records~~ information management, and hospital administration. The committee shall meet at least quarterly and carry out the following duties:

(1) through (4) unchanged.

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)***

Amended Medical Staff Rules and Regulations (contd)

- (5) Submit recommendations to assure the maintenance of complete, accurate medical information for compliance with applicable policies and regulations of the clinical quality management committee, health system clinical computing information committee, governmental agencies, accrediting bodies, and purchasers of care.
 - (6) and (7) unchanged.
 - (8) Maintain written records of conclusions, recommendations, actions taken, and results of ~~the actions taken, and report regularly to the clinical computing committee and make recommendations to the health system clinical information committee, clinical quality management committee or any other relevant committees that have a role in implementing policies adopted by the medical information management committee.~~
- (B) Each member of the medical staff shall conform to the policies established by the medical information management committee, including the following:
- (1) Chart contents.

The attending medical staff member shall be responsible for the preparation of a complete medical record of each patient admitted to the hospital. This record shall include the following:

 - (a) through (j) unchanged.
 - ~~(k) Memorandum copy of the death certificate, when applicable.~~
 - ~~(l)~~
 - (k) Condition Discharge disposition, condition of patient at discharge, including and instructions given at that time.
 - ~~(m)~~
 - (l) Summary and final diagnosis as verified by the attending medical staff member's signature.
 - ~~(n)~~
 - (m) Documentation of informed consent.
 - (n) Pre-sedation or pre-anesthesia assessment and plans of care for patients receiving anesthesia.
 - (o) The legal status of patients receiving mental health services.
 - (p) Emergency care provided to the patient prior to arrival, if any.
 - (q) Evidence of known advance directives.
 - (r) All reassessments and any revisions of the treatment plan.
 - (s) Every medication ordered or prescribed on an inpatient.
 - (t) Every medication dispensed to an inpatient at discharge.

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)***

Amended Medical Staff Rules and Regulations (contd)

- (u) Every dose of medication administered and any adverse drug reaction.
 - (v) Any referrals and communications made to external or internal providers and to community agencies.
 - (w) Postoperative documentation records, the patient's vital signs and level of consciousness; medications, including IV fluids, blood and blood components; any unusual events or postoperative complications; and management of such events.
 - (x) Postoperative documentation of the patient's discharge from the post-sedation or post-anesthesia care area by the responsible licensed independent practitioner or according to discharge criteria.
 - (y) An intra-operative anesthesia record.
 - (i) A post-anesthesia follow-up report written within forty-eight hours after surgery by the individual who administers the anesthesia.
 - (ii) Signed and dated reports of nuclear medicine interpretations, consultations, and procedures.
- (2) History and physical examination.
- (a) A complete history and physical examination shall be documented on all inpatient records. The history and physical shall include:
 - (i) Date of admission
 - (ii) Chief complaint
 - (iii) History of present illness
 - (iv) Past medical history
 - (v) Relevant past social and family history
 - (vi) Medications
 - (vii) Review of systems
 - (viii) Physical examination
 - (ix) Test results
 - (x) Impression
 - (xi) Plan of care
 - (b) A history and physical appropriate to the procedure and the patient shall be documented in the medical record of all ambulatory surgery patients, and patients undergoing outpatient procedures.

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)***

Amended Medical Staff Rules and Regulations (contd)

- (c) A history and physical appropriate to the patient and the patient's chief complaint shall be documented in the medical record of all ambulatory patients.

~~(2)~~

- (3) Deadlines and sanctions.

- (a) A history and physical examination may be completed prior to admission, surgery or the patient's initial visit and accepted as part of the medical record if completed within thirty days preceding the admission, surgery, or visit. If the history and physical is completed greater than seven days but within thirty days of admission, notation shall be made in the history and physical to indicate review and any updates.

~~(a)~~

- (b) The complete history and physical examination shall be dictated or written no later than 24 hours after admission of the patient.

If the history and physical examination are is dictated, a summary of pertinent findings must be recorded in the patient's chart within 24 hours after admission. ~~If a history and physical examination have been performed within 30 days before admission, a copy of the report may be used in the patient's medical record, provided any changes that have occurred are recorded.~~

A history and physical is performed on all patients, both inpatient and outpatient, regardless of whether the medical treatment or procedure is high or low risk. The history and physical examination must be performed by a member of the medical staff or his/her designee and be signed and dated. In the event the history and physical examination is performed by a physician extender, they it shall be countersigned by the responsible medical staff member.

~~(b)~~

- (c) Unchanged.

~~(e)~~

- (d) When the history and physical examination, including the results of indicated laboratory studies and x-rays and the staff admission progress notes, are not recorded in the chart before the time stated for a procedure, the procedure cannot proceed until the history, physical, and laboratory results are entered into the chart. In cases where such a delay would likely cause harm to the patient, this condition shall be entered into the chart by the attending medical staff member or designee, and the procedure may begin. When there is a disagreement concerning the urgency of the procedure, it ~~will~~ shall be adjudicated by the medical director or the medical director's designee.

~~(d)~~

- (e) A procedure note shall be entered in the record by the responsible attending medical staff member or the medical staff member's designee immediately upon completion of an invasive procedure. ~~An operative/procedure report must be dictated immediately following the procedure.~~ Procedure notes must be written for any surgical or medical procedures, irrespective of their repetitive nature, which involve material risk to the patient. For any formal operative procedures a note shall include the pre-operative diagnosis, procedure, surgeon(s), resident(s), anesthesiologist(s), surgical service, type of anesthesia (general or local), complications, invasive lines either added or deleted, estimated blood loss, any pertinent information not included

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

on O.R./anesthesia record, and preliminary surgical findings, and an operative/procedure report must be dictated immediately following the procedure. ~~Where a formal operative/ procedure report must be dictated immediately following the procedure.~~ The transcribed operative/procedure report must be signed by the attending medical staff member. Any operative/procedure report not dictated by 10:00 a.m. the day following the procedure shall be deemed delinquent and the attending medical staff member responsible ~~will~~ shall lose operating/procedure room and medical staff privileges the following day. Affected medical staff members ~~will~~ shall receive telephone calls from the medical ~~record administrator~~ information management department indicating the delinquent operative/procedure reports.

~~(e)~~

(f) Unchanged.

~~(f)~~

(g) Unchanged.

~~(g)~~

(h) Birth certificates ~~and birth certificate work sheets~~ must be signed by the medical staff member who delivers the baby within ~~24 hours~~ one week of the ~~baby's birth completion of the certificate.~~ ~~Birth certificate work sheets must be signed by the attending medical staff member or the medical staff member's designee within 24 hours of the baby's birth.~~ Fetal death certificates and death certificates must be signed and the cause of death must be recorded by the medical staff member with a permanent Ohio license within 24 hours of death. Medical staff members who have incomplete certificates ~~will~~ shall have their clinical privileges suspended until all certificates are completed. A list of delinquent certificates, by medical staff members ~~will~~ shall be prepared and distributed on a ~~daily~~ weekly basis by the medical ~~records administrator~~ information management department. The medical staff member ~~will~~ shall be given three days written notice of intention to suspend clinical privileges.

~~(3)~~

(4) Discharges.

(a) Patients shall be discharged only on written or electronically entered order of the responsible medical staff member. At the time of ordering the patient's discharge or at the time of the medical staff member's next visit to the hospital (if the attending medical staff member has authorized a member of the limited ~~medical~~ staff to sign the order of discharge), the attending medical staff member shall see that the record is complete. The attending medical staff member or his or her designee is responsible for verifying the principal diagnosis, secondary diagnoses principal procedure, and other significant invasive procedures in the medical record by the time of discharge. If a principal diagnosis cannot be determined in the absence of outstanding test results, the attending medical staff member or his or her designee must record a "provisional" principal diagnosis by the time of discharge.

(b) The discharge summary for each patient must be dictated by the responsible attending medical staff member or the medical staff member's designee within three days of discharge for any patient stay of more than ~~48 hours~~ two days. A handwritten

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

or dictated discharge summary must be completed within seven days of discharge for any patient stay of ~~48 hours~~ two days or less. A dictated summary is required on all patients who expire, regardless of length of stay. A handwritten discharge note may be substituted for a dictated discharge summary for normal obstetric and newborn stays. The discharge summary must be signed by the responsible attending.

- (c) All medical records must be completed by the attending medical staff member or, when applicable, by the attending medical staff member's designee within 21 days of discharge of the patient. Attending medical staff members ~~will~~ shall be notified of the intent to suspend for all incomplete records that are available. Attending medical staff members ~~will~~ shall have their ~~medical staff~~ admitting and operative scheduling privileges suspended until all records are completed. A list of delinquent incomplete records, by attending medical staff members, ~~will~~ shall be prepared and distributed by the ~~medical records administrator~~ information management department once each week. If an attempt is made by the attending medical staff member, or the attending medical staff member's designee when applicable, to complete the record, and the record is not available, the record is shall not be counted against the attending medical staff member.
- (d) Records which are incomplete, ~~greater~~ more than twenty-one days ~~from~~ after discharge are defined as delinquent.

(5) Confidentiality.

Access to medical records is limited to use in the treatment of patients, research, and teaching. All medical staff members are required to maintain the confidentiality of medical records. Improper use or disclosure of patient information is subject to disciplinary action.

(6) Ownership.

Medical records of hospital-sponsored care are the property of the hospital and shall not be removed from the hospital's jurisdiction and safekeeping except in accordance with a court order, subpoena, or statute.

~~(4)~~

(7) Records storage and security.

All ~~patient's~~ patient records, pathological examinations, slides, ~~radiological films~~ radiologic images, photographic records, cardiographic records, laboratory reports, statistical evaluations, etc., are the property of the ~~university~~ hospitals and shall not be taken from ~~university~~ hospitals except on court order, duly filed with the medical record administrator or the hospital administration. The hospital administration may, under certain conditions, arrange for copies or reproductions of any element of the patients' records to be made. Such copies may be removed from the hospitals after the medical record administrator or the proper administrative authority has received a written receipt thereof. In the case of readmission of the patient, all previous records or copies thereof shall be available for the use of the attending medical staff member or other health care providers. ~~Under normal circumstances, the original hospital~~ Hospital records, pathological examinations, slides, ~~radiological films~~ radiologic images, etc., ~~will~~ shall be maintained by the hospital ~~for no less than five years~~. Microfilms, paper, electronic tape recordings, magnetic media, optical disks, and such other acceptable storage techniques

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS (contd)**

Amended Medical Staff Rules and Regulations (contd)

will ~~shall~~ be used to permanently maintain ~~patients'~~ patient records, following the above prescribed five years.

~~(5)~~

~~(8)~~ Informed consent documentation.

Unchanged.

~~(6)~~

~~(9)~~ Sterilization consent.

Prior to the performance of an operative procedure for the expressed purpose of sterilization of a (male or female) patient, the attending medical staff member ~~will~~ shall be responsible for the completion of the legal forms provided by the hospital and signed by the patient. Patients who are enrolled in the Medicaid program must have their forms signed at least 30 days prior to the procedure. Informed consent must also be obtained from one of the parents or the guardian of an unmarried minor.

~~(7)~~

~~(10)~~ Criteria changes

The medical ~~records~~ information committee shall define the criteria for record completion with approval of the medical staff.

~~(11)~~ Entries and authentication.

(a) Entries in medical record can only be made by staff authorized by the medical information management committee.

(b) All entries must be legible and complete and must be authenticated and dated promptly by the person, identified by name and discipline, who is responsible for ordering, providing, or evaluating the service furnished.

(c) The electronic signature of medical record documents requires a signing password. At the time the password is issued, the individual is required to sign a statement that she/he will be the only person using the password. This statement will be maintained in the department responsible for the electronic signature system.

~~(8)~~ Signature stamps.

(d) Signature stamps may be used by medical staff members only when there is a statement on file with the medical ~~records~~ information management department stating that the medical staff member maintains possession of the stamp and will be the only person who will use the stamp in the medical records. The use of the stamp may not be delegated by the medical staff member to any other person for the purpose of affixing a signature to an entry in the medical record. Signature stamps may not be used on physician orders.

84-12 84-13 Operating room committee.

Balance unchanged.

**AMENDMENTS TO THE *BYLAWS OF THE MEDICAL STAFF &
RULES AND REGULATIONS OF THE OHIO STATE UNIVERSITY HOSPITALS* (contd)**

Amended Medical Staff Rules and Regulations (contd)

~~84-13~~ 84-14 Pharmacy and therapeutics committee.

Balance unchanged.

~~84-14~~ 84-15 Transfusion and immunization committee.

Balance unchanged.

~~84-15~~ 84-16 Mechanism for changing rules and regulations.

(A) Unchanged.

(B) Proposals for amendment to the rules and regulations may be made by any member of the attending staff. Such proposals shall be referred to the medical staff bylaws committee for review. Notice ~~will~~ shall then be given at any meeting of the medical staff administrative committee ~~and this notice will be tabled until the next meeting.~~ Two-thirds vote of the members present ~~will~~ shall be required for adoption.

(C) Unchanged.

(D) Amendments so accepted shall become effective when approved by ~~the vice-president for health sciences and presented to the Ohio state university hospitals' board.~~

(E) Unchanged.

~~84-16~~ 84-17 Adoption of the rules and regulations.

These rules and regulations shall be adopted by the ~~Medical Staff Administrative Committee~~ medical staff administrative committee and forwarded for approval in the same fashion as provided in Section ~~84-15~~ 84-16.

~~84-17~~ 84-18 Sanctions.

Unchanged.

**BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE
Revisions – August 6, 2002**

IMPACT STATEMENT

AMENDMENTS

These revisions define and satisfy the requirements by JCAHO standards. Other revisions are designed to reflect current practice; changes required by the adoption of the CHRI Board Bylaws; and changes consistent with policies adopted at University Hospitals.

The most substantial changes involve:

1. Minor amendments to the procedures for appointment and reappointment. This reflects current practice. Timelines are stated in a cumulative fashion, the role of various officials is clarified, and action by the CHRI Board is final. Appointments no longer go to the OSU Trustees for approval, consistent with OSUH policies. This reduces the time to complete appointments and reappointments.

2. Consistent with JCAHO standards and identical to OSUH policies, a new section on informal review is added to encourage early intervention in medical staff member problems. These minor interventions do not constitute adverse actions and therefore do not force parties to use the lengthy due process procedures.

3. Due process is streamlined. The peer review committee replaces the former departmental investigative committee and the grievance committee is eliminated. This is identical to OSUH Medical Staff Bylaws.

4. The hearing procedures are completely revised to allow the appointment of a three member hearing committee to conduct the formal hearing, and to report within sixty days to the full MSAC.

5. Changes in the medical staff categories, including removing the limited staff from membership are reflective of JCAHO standards.

6. Additions also are made for leaves of absence, emergency privileges, and telemedicine.

7. Membership of the MSAC is revised to reflect current practice. Disease specific committees are deleted and delegates at large are reduced to two. Attendance at MSAC is required for each member as a minimum of two-thirds and proxies are permitted. Participation on medical staff committees is encouraged.

8. Editorial changes are made to reflect Legislative Services guidelines and use of consistent terminology.

THE MISSION OF THE JAMES

The Comprehensive Cancer Center-Arthur G. James Cancer Hospital and Richard J. Solove Research Institute is a national and international leader in research providing high quality patient care and educational programs for the benefit of the citizens of Ohio and beyond.

Through its highly qualified faculty and staff and their interdisciplinary activities, the Cancer Program is uniquely positioned to reduce morbidity and mortality from cancer by:

- ◆ Conducting basic and clinical research;
 - ◆ Facilitating and expediting the transfer of results from scientific investigation to quality patient care;
 - ◆ Providing high quality health services in detection, diagnosis, treatment and rehabilitation;
 - ◆ Contributing to the educational advancement of health professionals;
 - ◆ Increasing public awareness regarding cancer; and
 - ◆ Promoting public policy changes to improve prevention, detection and treatment of cancer.

The Cancer Program and other units of the Ohio state university work in partnership with other research centers, institutional providers of health services and health professionals to reduce the incidence of cancer and to provide effective treatment for patients with cancer.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James

3335-111-01 Medical staff name.

The board of trustees of the Ohio state university, by official action, established "the Arthur G. James cancer hospital and Richard J. Solove research institute (CHRI)." The director of the CHRI serves as the chief executive and operating officer of the CHRI and in this capacity is accountable to the ~~president and the board of trustees of the Ohio state university~~ senior vice president for health sciences and vice president for health services and the board. Hereinafter, the term "director" shall mean the director of the CHRI; the abbreviation "CHRI" shall mean the Arthur G. James cancer hospital and Richard J. Solove research institute; the term "medical staff" shall refer to the medical staff of the cancer hospital and research institute. "The medical staff of the Arthur G. James cancer hospital and Richard J. Solove research institute" shall be the name of the hospital's medical staff organization. In accordance with rules 3335-109-1 through 3335-109-20 of the Administrative Code, the CHRI board has delegated to the medical staff of the CHRI the responsibility to prepare and recommend adoption of these bylaws. (B/T 9/1/93, B/T 2/5/99, B/T 9/6/2002)

3335-111-03 Patients.

(A) Unchanged.

(B) There shall be only one category or classification of patients in the CHRI, and those patients are the private patients of the medical staff under whose care they are admitted. Patients admitted to the CHRI who, prior to admission, have not requested or selected a member of the medical staff to attend them shall be assigned for their care and treatment to a member of the medical staff by the chief of the appropriate ~~CHRI~~ clinical service or the chief's designee.

(C) Unchanged. (B/T 9/1/93, B/T 12/6/96, B/T 12/3/99, B/T 9/6/2002)

3335-111-04 Membership.

(A) Qualifications.

(1) Unchanged.

(2) All members of the medical staff of the CHRI, except community oncologist attending staff and community associate staff, shall be members of the faculty of the Ohio state university college of medicine and public health, or in the case of dentists, of the Ohio state university college of dentistry, and shall be duly licensed. Only those allopathic and osteopathic physicians, dentists, oral surgeons, clinical psychologists, and podiatrists who can document their education, training, experience, competence, health status and judgement adequate to perform the privileges being requested, adherence to the ethics of their profession, dedication to educational and research goals including adherence to practice guidelines implemented by the medical staff, and ability to work with others with sufficient adequacy to assure ~~the board of trustees of the Ohio state university~~ that any patient treated by them at the CHRI will be given the highest quality of medical care shall be qualified for eligibility for membership on the medical staff of the CHRI. Except for community oncologist attending staff and community associate staff, CHRI medical staff members shall also hold appointments to the medical staff of the Ohio state university hospitals for consulting purposes.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(3) Unchanged.

(4) Applicants for community oncology attending or community associate medical staff categories, practicing in a James CHRI unit at another hospital, must have and maintain clinical privileges and active medical staff membership at that hospital.

(5) through (7) unchanged.

(8) All patients admitted to the CHRI for oral and maxillofacial surgical care shall receive the same medical appraisal as all other hospitalized patients. Qualified oral and maxillofacial surgeons shall admit patients, shall be responsible for the plan of care for the patients, shall perform the medical history and physical examination, if they have such privileges, in order to assess the medical, surgical, and anesthetic risks of the proposed operative and other procedure(s), and shall be responsible for the medical care that may be required at the time of admission or that may arise during hospitalization. Practitioners of dentistry, who have not been granted privileges as oral and maxillofacial surgeons, may admit patients to the hospital if such patients are being admitted solely to receive care which a dentist may provide without medical assistance, pursuant to the scope of the professional license of the dentist. Practitioners of dentistry and/or podiatry must, in all other circumstances, co-admit patients with a physician member of the medical staff. A physician member of the medical staff will be responsible for any medical problems that the patient has while an inpatient of the hospital. The dentist is responsible to perform and document those parts of the history and physical related to dentistry.

(B) Application for membership.

Initial application for medical staff membership shall be made by the applicant to the director or designee on prescribed forms stating the qualifications and references of the applicant and giving an account of professional training and experience. Applications may be made only if the qualifications are fulfilled as outlined in paragraph (A) of this rule and ~~supported by signatures of recommendations~~ are obtained within a reasonable time from the chief of the CHRI section, chief of the clinical division and the appropriate academic department chairperson. See paragraph (E)(1) of rule 3335-111-07 of the Administrative Code for exceptions to signature requirements. It shall include written statements which commit the applicant to abide by the bylaws, rules and regulations of the medical staff, and the board of trustees of the Ohio state university. The application shall also contain a statement acknowledging that medical staff membership requires participation in and cooperation with the peer review processes of evaluating credentials, medical staff membership and clinical privileges, and that a condition for membership requires mutual covenants between all members of the medical staff to release one another from civil liability in these review processes as long as the peer review is not conducted in bad faith, with malice, or without reasonable effort to ascertain the accuracy of information being disclosed or relied upon.

(C) and (D) unchanged.

(E) Procedure for appointment.

(1) The completed and signed application for membership on the medical staff shall be presented to the director or designee. Signing the application constitutes a consent to be interviewed in regard to the application, authorizes appropriate personnel within the CHRI to consult with members of the medical staffs of other hospitals with which the applicant has been or has attempted to be associated, and with others who may have information

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

bearing on the applicant's competence, health status, character and ethical qualifications. The applicant also consents to inspection by CHRI personnel of all records and documents that may be material to the evaluation of professional qualifications and competence to carry out the clinical, medical, and educational privileges for which the applicant is applying as well as professional ethical qualifications for medical staff membership and further releases from any liability all representatives of the CHRI for acts performed concerning this process. The applicant has an affirmative duty to disclose any prior or current challenges to licensure, including voluntary and involuntary relinquishment of such licensure, any loss or limitations of membership in any professional organization, or loss or limitations of medical staff membership or privileges at any other hospital, including voluntary terminations, voluntary or involuntary relinquishment of board certification or DEA certificate, voluntary or involuntary cancellation of professional liability insurance and, at a minimum, final judgments or settlements in malpractice cases. Upon request of the medical staff administrative committee, the applicant will document physical and mental status with sufficient adequacy to demonstrate that any patient treated by the applicant will receive professional care of a generally recognized level of high quality and efficiency. The conditions of this paragraph shall be deemed continuing and may be applicable to issues of continued good standing as a member of the medical staff. Individuals in administrative positions who request medical staff membership or clinical privileges are subject to the same procedures as all other applicants for membership and privileges.

The application for medical staff membership and/or clinical privileges shall be deemed complete when the following documents and information are received by the director or designee; notice of faculty appointment, (except for community oncologist attending staff and community associate staff), completed and signed application, photograph attached, photostat of license, DEA certificate and board certification (including verification by a primary source), chief of CHRI section, chief of clinical division (if applicable) and academic department chairperson's ~~endorsements~~ recommendations, except as otherwise specified in these rules, three letters of recommendation or reference forms, at least one of which references the applicant's current health status, delineation of privileges form including, but not limited to, documentation of training and experience when privileges for laparoscopic procedures, sedation and/or use of lasers are requested, and malpractice insurance policy face sheet.

- (2) The director or designee will forward the application to the chairperson of the appropriate academic department for review and verification of faculty status. The director or designee will forward the application to the chief of each section to which the applicant is being appointed. The chairperson and the chief of section shall signify their approval recommendation on the signature page of the application.
- (3) The When application is complete, the credentials committee will be responsible for investigating and verifying the character, qualifications, and professional standing of the applicant and shall submit a report of those findings and recommendations to the medical staff administrative committee for action and recommendation to the CHRI board. The chairman of the credentials committee shall be responsible to see that each complete application is reviewed and processed within ninety days.

The ninety day time period is a guideline only and does not create any right to have an application processed within this precise period. This period may be stayed or altered pending receipt and verification of further information requested from the applicant, or if the application is deemed incomplete at any time. If the procedural rights specified in

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

rule 3335-111-05 of the Administrative Code are activated, the time requirements provided therein govern the continued processing of the application.

- (4) The medical staff administrative committee (see paragraph (B) of rule 3335-111-10 of the Administrative Code) shall recommend to the director, the appropriate academic department chairperson, and the chief of the CHRI section that the application be accepted, further investigated, or rejected. The director will forward the candidate's qualifications, with recommendations to the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board (~~hereafter hospital~~ herein CHRI board). Under certain circumstances, the application may be reviewed and approved by a designated subcommittee of the ~~hospital~~ CHRI board prior to presentation to the full board. ~~All applications receiving expedited approval shall be submitted to the hospital board for action at its next meeting.~~ Following approval by the ~~hospital~~ CHRI board or the designated subcommittee of the ~~hospital~~ CHRI board, the candidate is eligible to participate in patient care activities as defined on the approved clinical privilege form. In order for an applicant to be eligible for expedited approval by the subcommittee of the ~~hospital~~ CHRI board, the application must contain no significant prior unresolved malpractice actions, no reference problems, few prior hospital affiliations and no reports of disciplinary action, licensure restrictions, involuntary limitations on clinical privileges, medical staff membership or any type of competency issue. The expedited process is intended to streamline only the approval process. It does not modify the credentials verification process.
- (5) When the ~~hospital~~ CHRI board has acted, the director of medical affairs of the CHRI shall transmit the decision in writing to the applicant. The director of medical affairs shall also notify the chairperson of the appropriate academic department. ~~Recommendations of the hospital board shall be forwarded to the university board of trustees for approval.~~
- (F) Procedure for reappointment.
- (1) Unchanged.
- (2) The basis on which the chairperson of the academic department and the chiefs of the sections of the CHRI are to act in regard to the reappointment of a medical staff member and the clinical privileges to be granted upon such reappointment shall be a member's professional competence; clinical judgment; ethical conduct; current licensure, listing of CME units, fifty per cent of which shall relate to the applicant's clinical specialty and are consistent with the licensing requirements of the applicable state professional board and privileges requested; health status, including any reasonable evidence and/or health assessment that may be requested by the credentials committee, the medical staff administrative committee or committee on physician health; annual PPD test; participation in clinical research programs; participation in staff affairs including attendance at committees to which member has been appointed or elected; compliance with the bylaws, rules and regulations of the medical staff including quality assurance responsibilities, and the board of trustees of the Ohio state university; cooperation with CHRI personnel; relations with other physicians, other health professionals or other staff; professional attitude toward patients; clinical and technical skills as indicated in part by the results of monitoring and evaluation activities; adherence to the access and communication standards; and, fulfillment of responsibilities to the university and the public. Continued membership on the medical staff requires participation in the patient care activities of the CHRI. A staff member who fails to admit patients or engage in comparable patient care activities in the CHRI (as determined by the director of medical affairs)

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
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Amended Bylaws of the Medical Staff of The James (contd)

for the preceding year will not be ~~reappointed~~ eligible for reappointment to the medical staff. The candidate may reapply for membership on the medical staff by procedures set forth in this rule subject to the same provisions and probation as new applicants for membership.

- (3) When the medical staff administrative committee is notified of a recommendation not to reappoint or of ~~an adverse change in clinical privileges~~ a reduction, suspension or revocation of clinical privileges, they shall instruct the director to give the affected member written notice of the decision, the stated reason for the decision, and the member's right to a hearing pursuant to paragraphs (A) and (B) of rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative appeal process shall occur prior to the imposition of the proposed penalties unless the emergency provisions outlined in paragraph (D) of rule 3335-111-05 of the Administrative Code apply. The notice by the director shall be sent certified return receipt mail to the affected member's last known address as determined by university records.
- (4) If the affected member of the medical staff does not make a written request for a hearing to the director within ~~fourteen~~ thirty-one days after receipt of the adverse decision, it shall be deemed a waiver of the member's right to any review by the medical staff administrative committee to which the member might otherwise have been entitled on the matter. It also means that all other avenues of redress are also waived.
- (5) Unchanged.
- (6) The final action of the medical staff administrative committee regarding a reappointment decision will be communicated by the director, along with the recommendation of the ~~medical director~~ of medical affairs, to the professional affairs committee of the ~~hospital~~ CHRI board, and thereafter to the ~~hospital~~ CHRI board. The ~~hospital~~ CHRI board shall make a final decision and instruct the director to notify the same parties as directed in paragraph (E)(5) of this rule. (B/T 9/1/93, B/T 3/3/95, B/T 4/3/96, B/T 12/6/96, B/T 9/1/99, B/T 12/3/99, B/T 6/2/2000, B/T 4/5/2002, B/T 9/6/2002)

3335-111-05 Corrective action.

(A) ~~Procedures~~ Informal review.

All medical staff members agree to cooperate in review activities that are solely intended to improve the quality of medical care provided to patients at the CHRI and by the individual medical staff member. Such activities may include the handling and informal review of complaints, including patient complaints, disagreements, questions of clinical competence, or conduct and variation in clinical practice identified by the clinical sections or divisions and medical staff committees. The resulting information from such activities shall be furnished to the applicable academic department chair and CHRI section chief. Upon review by the CHRI section chief, and with concurrence of the director of medical affairs, the review activity may result in consultation with the medical staff member, recommendations for educational actions or additional training, sharing of comparative data, monitoring, informal letters of reprimand or warning or other methods of guidance to the medical staff member to assist them in improving the quality of patient care outside of the mechanism for formal review in paragraph (B) of this rule. Such actions are not regarded as adverse, do not require reporting to any governmental or other agency, and do not invoke a right to any hearing. In

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each case under review, an initial written determination shall be made by the CHRI section chief and the director of medical affairs whether:

- (1) ~~Whenever the activities or professional conduct of a member of the medical staff of the CHRI violate the standards or aims of the medical staff or standards of professional conduct; is considered to be disruptive to the operation of the CHRI; violates the bylaws, rules and regulations of the medical staff, or the board of trustees of the Ohio state university, or the state or federal law, corrective action against such a medical staff member may be initiated by a chief of a CHRI section, chairperson of the appropriate academic department, the director of medical affairs, the director, an officer or member of the medical staff, the dean of the appropriate college, or any member of the hospital board. All requests for corrective action shall be in writing, shall be submitted to the director, and shall be supported by reference to the specific activities or conduct which constitute grounds for the requested action. The complaint warrants no further action;~~
- (2) ~~The director shall promptly notify the affected member of the medical staff, in a confidential manner, that a request for corrective action has been made, and inform the member of the specific activities or conduct which constitute grounds for the requested action. The director shall investigate the matter in whatever manner deemed appropriate. Whenever the director determines that further action is warranted and that corrective action could result, which action could involve a reduction, suspension or revocation of clinical privileges, the director shall refer the requests to the chief of the CHRI section in which the staff member has clinical privileges, who shall impanel the investigation committee. If the chief of the clinical section is the staff member charged, or has initiated the corrective action, the director shall designate a physician member of the administrative staff to fulfill the functions herein specified for said chief. The affected member of the medical staff shall be notified of the referral to the investigation committee, and be informed that these medical staff bylaws will govern all further proceedings. The director shall designate a physician member of the administrative staff to exercise any or all duties or responsibilities assigned to that member under these rules for implementing corrective action and appellate procedure only if: Informal review under this paragraph is warranted; or~~
 - (a) ~~That member is the medical staff member charged;~~
 - (b) ~~That member is responsible for having the charges brought against another medical staff member; or~~
 - (c) ~~There is an obvious conflict of interest.~~

~~If the director decides that no further action is warranted, the director will notify the person(s) who filed the request for corrective action and the member accused, in writing, that no further action will be taken.~~

- (3) ~~In the event an investigative committee is appointed, the committee will investigate the request for corrective action and shall report within two weeks its findings and recommendations for action to the chief of the CHRI section or the director's designee. The chief of the CHRI section or the director's designee will forward the recommendation and the findings and recommendations of the investigation committee to the chairperson of the appropriate academic department and to the director. Prior to making such a report to the respective chairperson and director, the medical staff member against whom the corrective action has been requested shall have an opportunity to interview the chief~~

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~~of the CHRI section or the director's designee. At such interview, the medical staff member shall be informed of the specific activities alleged to constitute grounds for corrective action, and of the specific evidence which the investigation committee and the chief of the CHRI section or the director's designee have discovered which is material to the charge. The medical staff member shall be invited to discuss, explain, or refute the charge or the evidence thus far adduced. The medical staff member may furnish written or oral information at this time. However, such interview shall not constitute a hearing, but shall be investigative in nature. The medical staff member shall not be represented by an attorney at this interview. Peer review under paragraph (B) of this rule is warranted. In cases where the CHRI section chief and director of medical affairs cannot agree, the matter shall be submitted and determined as set forth in paragraph (B) of this rule. The CHRI section chief and the director of medical affairs shall determine whether it is appropriate to include documentation of such actions in the medical staff member's file. If documentation is included in the member's file, the affected member shall have an opportunity to review it and may make a written response which shall also be placed in the member's file.~~

- ~~(4) Following receipt by the director of the report from the investigation committee and the chief of the CHRI section, the director shall decide whether the grounds for the requested corrective action are such as could involve a reduction, suspension, or revocation of clinical privileges. If the director decides that the grounds are not substantiated, the director will notify the investigation committee; chief of the CHRI section; chairperson of the appropriate academic department; person(s) who filed the charge; and the medical staff member affected, in writing, that no further action will be taken. If the director decides that the grounds for corrective action are substantiated, the director shall impanel a grievance committee of the medical staff as outlined in paragraph (C) of this rule. The affected member of the medical staff shall be promptly notified by the director and permitted to make an appearance before the grievance committee of the medical staff. The rules of conduct of the meeting shall be as outlined in paragraph (C) of this rule. The grievance committee will forward its findings and recommendations for action to the director, the chairperson of the appropriate academic department, and the accused member of the medical staff.~~
- ~~(5) Following receipt by the director of the report from the grievance committee, the director shall decide whether the grounds for the requested corrective action are such as could involve a reduction, suspension, or revocation of clinical privileges. If the director decides the grounds are not substantiated, the director will notify the grievance committee, the person(s) who filed the charge and the medical staff member affected in writing that no further action will be taken. In the event the director finds the grounds for the requested corrective action are substantiated he or she may accept, reject, or modify the corrective action recommended by the grievance committee and notify the medical staff member of the director's decision and of the affected medical staff member's appeal rights pursuant to rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative appeal process shall occur prior to the imposition of the proposed penalties unless the emergency provisions outlined in paragraph (D) of this rule apply. This notice by the director shall be sent certified return receipt mail to the affected member's last known address as determined by university records.~~
- ~~(6) If the affected member of the medical staff does not make a written request for a hearing to the director within fourteen days after receipt of the adverse decision, it shall be deemed a waiver of the member's right to any review by the medical staff administrative committee to which the member might otherwise have been entitled on the matter.~~

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- (7) ~~If a timely, written request for hearing is made, the procedures set forth in rule 3335-111-06 of the Administrative Code shall apply.~~
- (B) Composition of the investigation committee Peer review.

- (1) ~~At the beginning of the fiscal year, the chairperson of the academic department, in consultation with the director, shall select attending members of the department to serve on the standing investigation committee of that department. All members except one shall be designated permanent members and one shall serve as an alternate. The committee will also include a member of the attending staff from other services who is selected by the chairperson, in consultation with the director. The director or the director's designee shall also serve on the investigation committee. Peer review may be requested in more serious situations or where informal review has not resolved an issue or whenever the activities or professional conduct of a member of the medical staff of the CHRI:~~

- (a) Violates the standards or aims of the medical staff or standards of professional conduct;
- (b) Is considered to be disruptive to the operation of the CHRI;
- (c) Violates the bylaws, rules and regulations of the medical staff, the CHRI board, or the board of trustees of the Ohio state university;
- (d) Violates state or federal law; or
- (e) Is detrimental to patient safety or to the delivery of patient care within the CHRI.

Peer review may be initiated by a department chair, the CHRI section chief, the director of medical affairs, any member of the medical staff, the director of the CHRI, the dean of the college of medicine and public health, any member of the CHRI board, or the vice president for health services. All requests for peer review shall be in writing, shall be submitted to the director of medical affairs, and shall be supported by reference to the specific activities or conduct which constitute grounds for the requested action.

- (2) ~~The investigation committee, when called into session by the chairperson of the academic department, shall consist of three members of the medical staff. The alternate shall attend all meetings. When necessary, additional alternates may be selected. The director of medical affairs shall promptly notify the affected member of the medical staff, in a confidential manner, that a request for peer review has been made, and inform the member of the specific activities or conduct which constitute grounds for the requested action. The director of medical affairs shall verify the facts related to the request for peer review, and within thirty days, make a written determination. If the director of medical affairs decides that no further action is warranted, the director of medical affairs shall notify the person(s) who filed the request for peer review and the member accused, in writing, that no further action would be taken.~~
- (3) Whenever the director of medical affairs determines that peer review is warranted and that a reduction, suspension or revocation of clinical privileges could result, the director of medical affairs shall refer the request for peer review to the peer review committee. The affected member of the medical staff shall be notified of the referral to the peer review committee, and be informed that these medical staff bylaws shall govern all further proceedings. The senior vice president for health sciences or designee shall exercise any

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or all duties or responsibilities assigned to the director of medical affairs under these rules for implementing corrective action and appellate procedure only if:

- (a) The director of medical affairs is the medical staff member charged;
 - (b) The director of medical affairs is responsible for having the charges brought against another medical staff member; or
 - (c) There is an obvious conflict of interest.
- (4) The peer review committee shall investigate every request and shall report in writing within thirty days its findings and recommendations for action to the appropriate academic department chairperson and CHRI section chief. In making its recommendation the peer review committee may consider as appropriate, relevant literature and clinical practice guidelines, all the opinions and views expressed throughout the review process, and any information or explanations provided by the member under review. Prior to making its report, the medical staff member against whom the action has been requested shall be afforded an opportunity for an interview with the peer review committee. At such interview, the medical staff member shall be informed of the specific activities alleged to constitute grounds for peer review, and shall be afforded the opportunity to discuss, explain or refute the allegations against the medical staff member. The medical staff member may furnish written or oral information to the peer review committee at this time. However, such interview shall not constitute a hearing, but shall be investigative in nature. The medical staff member shall not be represented by an attorney at this interview.
- (5) Upon receipt of the written report from the peer review committee, the appropriate academic department chairperson shall, within seven days, make his or her own written determination and forward that determination along with the findings and recommendations of the peer review committee to the director of medical affairs, or if required by paragraph (B)(3) of this rule, to the senior vice president for health sciences or designee.
- (6) Following receipt of the recommendation from the academic department chairperson and the report from the peer review committee, the director of medical affairs, or the senior vice president for health sciences or designee, shall have ten days to approve or to modify the determination of the academic department chairperson. Following receipt of the report of the academic department chairperson, the director of medical affairs or senior vice president for health sciences or designee shall decide whether the grounds for the requested corrective action are such as should result in a reduction, suspension or revocation of clinical privileges. If the director of medical affairs, or senior vice president for health sciences or designee, decides the grounds are not substantiated, the director of medical affairs will notify the peer review committee; department chairperson; CHRI section chief; person(s) who filed the complaint and the affected medical staff member, in writing, that no further action will be taken.

In the event the director of medical affairs or senior vice president for health sciences or designee finds the grounds for the requested corrective action are substantiated, the director of medical affairs shall promptly notify the affected medical staff member of that decision and of the affected medical staff member's right to request a hearing before the medical staff administrative committee pursuant to rule 3335-111-06 of the Administrative Code. The written notice shall also include a statement that the medical staff member's failure to request a hearing in the timeframe prescribed in rule 3335-111-06 of the

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Administrative Code shall constitute a waiver of rights to a hearing and to an appeal on the matter; a statement that the affected medical staff member shall have the procedural rights found in rule 3335-111-06 of the Administrative Code; and a copy of the rule 3335-111-06 of the Administrative Code. This notification and an opportunity to exhaust the administrative hearing and appeal process shall occur prior to the imposition of the proposed corrective action unless the emergency provisions outlined in paragraph (D) of this rule apply. This written notice by the director of medical affairs shall be sent certified return receipt mail to the affected medical staff member's last known address as determined by university records.

- (7) If the affected member of the medical staff does not make a written request for a hearing to the director of medical affairs within thirty-one days after receipt of the adverse decision, it shall be deemed a waiver of the right to any review by the medical staff administrative committee to which the staff member might otherwise have been entitled on the matter.
- (8) If a timely, written request for hearing is made, the procedures set forth in rule 3335-111-06 of the Administrative Code shall apply.

(C) Composition of the grievance peer review committee.

- (1) At the first meeting of the medical staff, during the fall quarter of each academic year, the chief of the medical staff shall submit, for approval by the staff, the names of members of the attending staff who shall not be members of the medical staff administrative committee whom the chief has chosen as being appropriate to sit on the grievance committee when they are selected, by lot, to do so. When the determination that peer review is warranted is made, the CHRI section chief shall select three members of the medical staff to serve on a peer review committee.
- (2) The grievance committee, when called into session by the chief of staff, shall consist of five members of the staff whose names have been chosen by lot from the aforementioned list of members chosen. Once empanelled, the grievance committee shall conduct a meeting within one month and shall submit a report of its findings to the director within three months of the initial hearing. If the director does not receive a timely report from the grievance committee, the director may elect to forward the matter to the medical staff administrative committee for action without the benefit of a grievance committee report. No person shall be eligible for selection to serve on two successive grievance committees. The chief of the medical staff shall have authority to rule upon alleged conflicts of interest or disqualifications involving grievance committee members. Whenever the questions raised concern the clinical competence of the member under review, the CHRI section chief shall select members of the medical staff to serve on the peer review committee who shall have similar levels of training and qualifications as the member who is subject to peer review.
- (3) Each grievance committee shall choose from among its members a chairperson who shall preside over it and, with the advice and consent of the committee, speak for it, during the hearing, rule on matters relevant to its proceedings, and arrange for the conduct of the committee's administration. All grievance committee members shall be required to hear all evidence presented. Any recommendations that involve a reduction, suspension, or revocation of clinical privileges may be made by majority decision of the committee. If circumstances make attendance by a member of the grievance committee at a hearing impossible, or require an excessive postponement, the chief of staff shall

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~~order the remaining four to act upon a clear majority, or shall immediately select a new grievance committee. If more than one member cannot hear all of the evidence, a new committee shall be composed. An outside review consultant may serve as a member of the peer review whenever:~~

- (a) A determination is made by the CHRI section chief and the director of medical affairs that the clinical expertise needed to conduct the review is not available on the medical staff;
- (b) The objectivity of the review may be compromised due to economic considerations;
or
- (c) Whenever the director of medical affairs determines that an outside review is otherwise advisable.

If an outside reviewer is recommended, the CHRI section chief shall make a written recommendation to the director of medical affairs for selection of an outside reviewer. The director of medical affairs shall make the final selection of an outside reviewer.

- ~~(4) The affected medical staff member shall have the right to personally appear before the grievance committee, to cross-examine the witnesses, and to submit to the grievance committee written evidence and memoranda relevant to the issues. The staff member shall be fully apprised of all allegations and all evidence known to the grievance committee, and shall be entitled to discuss, explain and refute all evidence adduced against the member. The affected medical staff member shall not be represented by an attorney before the grievance committee.~~

(D) Summary suspension.

- (1) Notwithstanding the provisions of this rule, a member of the medical staff shall have all or any portion of clinical privileges immediately suspended or appointment terminated by the director, in consultation with the chief of the member's CHRI ~~service, section and the director of medical affairs, or the senior vice president for health sciences and dean of the college of medicine and public health,~~ whenever such action must be taken in the best interest of patient care. Such summary suspension shall become effective immediately upon imposition and the medical staff member will be subsequently notified in writing of the suspension by the director. Such notice shall be by certified receipt return mail to the affected medical staff member's last known address as determined by university records.
- (2) A medical staff member whose privileges have been summarily suspended or whose appointment has been terminated shall be entitled to appeal the suspension pursuant to rule 3335-111-06 of the Administrative Code. If the affected member of the medical staff does not make a written request for a hearing to the director within ~~fourteen~~ thirty-one days after receipt of the adverse decision, it shall be deemed a waiver of the affected member's right to any review by the medical staff administrative committee of which the member might otherwise been entitled. If a timely, written request for a hearing is made, the procedures set forth in rule 3335-111-06 of the Administrative Code shall apply.

- (3) Unchanged.

(E) Unchanged.

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3335-111-06 Hearing and appellate review procedure.

(A) Right to hearing before the medical staff administrative committee and to appellate review.

- (1) When a member of the medical staff has exhausted remedies under paragraph (F) of rule 3335-111-04 of the Administrative Code on reappointments; or under rule 3335-111-05 of the Administrative Code for corrective action; or who has been summarily or automatically suspended under paragraph (D) or (E) of rule 3335-111-05 of the Administrative Code receives notice of a proposed action by the director or the director of medical affairs that will adversely affect reappointment as a member of the medical staff or the exercise of clinical privileges, the staff member shall be entitled to a an adjudicatory hearing before the medical staff administrative committee which will submit a written report, including its recommendations, to the board of trustees by way of the executive committee within seven days of the conclusion of hearing evidence.

(2) Unchanged.

(B) Request for hearing.

- (1) The request for a hearing ~~before the medical staff administrative committee~~ shall be submitted in writing by the affected medical staff member to the director within ~~fourteen~~ thirty-one days of notifications by the director of the intended action. The director shall forward the request to the medical staff administrative committee along with instructions to convene a hearing.
- (2) The failure of a medical staff member to request a hearing ~~before the medical staff administrative committee~~, to which the member is entitled by these bylaws within the time and in the manner herein provided, shall be deemed a waiver of the member's right to any review by the medical staff administrative committee to which the member might otherwise been entitled. The director shall then implement the decision and that action shall become and remain effective against the medical staff member in the same manner as a final decision of the CHRI ~~board of trustees of the Ohio state university~~ as provided for in paragraph ~~(F)~~ (E) of this rule. The director shall promptly inform the affected medical staff member that the proposed decision which had entitled the medical staff member to a hearing has now become final.

(C) Notice of hearing.

- (1) ~~Within fourteen days after~~ After receipt of a timely request for hearing by the director from a medical staff member entitled to the same such hearing, the medical staff administrative committee shall ~~schedule and arrange for such a hearing and shall, through the director, notify the medical staff member in writing of the time, place, and date so scheduled. The medical staff member shall be given at least ten days prior notice of the scheduled hearing, provided that this notice may be waived in writing by the medical staff member. Notice shall be by certified return receipt mail to the staff member at the member's last known address as reflected by university records. The hearing or the initial hearing, should more than one hearing be required, shall not be less than fourteen days nor more than thirty days from the date of the receipt of the request for hearing by the director; provided, however, that a hearing for a medical staff member who is under suspension, which is then in effect, shall be held as soon as arrangements may be reasonably made.~~ be notified of the request for hearing by the director, and shall at the next scheduled meeting take the following action:

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- (a) Instruct the director of medical affairs and chief of staff to jointly appoint within seven days a hearing committee, consisting of three members of the medical staff who are not members of the medical staff administrative committee, are not direct competitors, do not have a conflict of interest, and who have not previously participated in the peer review of the matter under consideration.
- (b) Instruct the hearing committee to schedule and arrange for a hearing or hearings which initial hearing or meeting shall be conducted not less than fourteen nor more than thirty days from the date of the medical staff administrative committee meeting wherein the notice of hearing was received. However, an initial hearing or meeting for a medical staff member who is under summary suspension, which is then in effect, shall be held as soon as arrangements may be reasonably made.
- (2) The medical staff member shall be given at least ten days prior notice of the scheduled hearing, provided that this notice may be waived in writing by the medical staff member. Notice shall be by certified return receipt mail to the staff member at the staff member's last known address as reflected by university records. The notice of hearing shall state in concise language the acts or omissions with which the medical staff member is charged; a list of representative charts or documents being used; names of potential witnesses to be called; and any other reasons or evidence that may be considered by the medical staff administrative committee during the hearing.

(D) Conduct of hearing.

- (1) ~~A majority of the members of the medical staff administrative committee shall be present to convene the hearing and a majority which has heard all the evidence. The hearing committee shall select a chairperson from the committee membership to preside over the hearing. The hearing committee shall have benefit of Ohio state university legal counsel. The hearing committee may grant continuances, recesses, and the chairperson may excuse a member of the hearing committee from attendance temporarily for good cause, provided that there shall be at no time less than two members of the hearing committee present unless the affected staff member waives this requirement.~~

All members of the hearing committee must be present to deliberate and to vote. No member may vote by proxy. The person who has taken the action from which the affected staff member has requested the hearing shall not participate in the deliberation or voting of the hearing committee. The hearing shall be a de novo hearing, although evidence of the prior recommendations and decisions of the director and the various committees may be presented. Neither the director nor any staff member who has been designated to carry out the duties and responsibilities of the director under these procedures shall participate in any way in the proceedings or deliberations of the committee except as an observer, a witness, or to explain prior recommendations and decisions. The committee shall select a chairperson from the committee membership for the purpose of conducting the hearing. The person who brings the charge shall not participate in the deliberation or voting of the committee.

- (2) An accurate record of the hearing must shall be kept. The record shall be done by the use of a professional stenographer. This record will shall be available to the affected member of the medical staff upon request at the affected member's expense.
- (3) The personal presence of the medical staff member for whom the hearing has been scheduled shall be required. A medical staff member who fails without good cause to appear and proceed at such hearing shall be deemed to have waived the right to appear

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and to have a hearing before the medical staff administrative committee in the same manner as provided in paragraph (B) of this rule, and to have accepted the adverse recommendation or decision involved and the same shall therein become and remain in effect as provided in paragraph (B) of this rule. The medical staff administrative hearing committee may, at its own discretion, proceed with the hearing without the medical staff member and impose a sanction.

(4) through (6) unchanged.

(7) ~~The medical staff administrative committee may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation. Upon conclusion of the presentation of oral and written evidence, the hearing shall be closed. The committee may thereupon, at a time convenient to itself, conduct its deliberations outside the presence of the medical staff member for whom the hearing was convened. The hearing committee shall request the person who has taken the action from which the affected medical staff member has requested the hearing to present evidence to the hearing committee in support of the adverse recommendation. The hearing committee may proceed to hear evidence and testimony from either party in whatever order the hearing committee deems appropriate. The hearing committee may call its own witnesses, may recall any parties witnesses, and may question witnesses as it deems appropriate. All parties shall be responsible to secure the attendance of their own witnesses. All witnesses and evidence received by the hearing committee shall be open to challenge and cross examination by the parties. Witnesses shall not be placed under oath. At the close of the evidence the hearing committee may request each party to make summary statements, either oral or written.~~

(8) The hearing committee may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation. The hearing committee shall make its best effort to expeditiously determine the issues presented. The hearing committee may limit its proceedings when sufficient material has been received. The parties may be required to provide evidence in oral or written form. Upon conclusion of the presentation of evidence the hearing shall be closed. The hearing committee may there upon, at a time convenient to itself, conduct its deliberations outside the presence of the medical staff member for whom the hearing was convened.

(9) Within sixty days after its appointment, unless otherwise extended by the medical staff administrative committee, the hearing committee shall forward its written report and recommendation together with the transcript of the hearing and all other documentation presented by the parties to the medical staff administrative committee. The affected member shall be notified of the recommendation of the hearing committee including a statement of the basis for the recommendation. The medical staff administrative committee shall accept, reject, or modify the recommendation of the hearing committee. The medical staff administrative committee may conduct further hearings as it deems necessary or may remand the matter back to the hearing committee for further action as directed. The medical staff administrative committee may impose a greater or lesser sanction than that recommended by the hearing committee.

(8)

(10) Within fourteen days after the conclusion of the taking of all evidence and of all hearings, the medical staff administrative committee shall make a written report of its findings and its recommendation and shall forward the same together with the hearings record and all

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other documentation to the chairperson of the hospital CHRI board. ~~The decision may recommend confirmation, modification, or rejection of the prior adverse decision and may impose more severe sanctions than were provided in the decision from which this request for hearing was made. The affected member of the medical staff shall be notified of the decision of the executive committee by the director.~~ Notice of that decision shall be sent certified return receipt mail to the affected medical staff member at the member's last known address as determined by university records by the director.

~~(9)~~

(11) The decision and record of the medical staff administrative committee shall be transmitted to the professional affairs committee of the hospital CHRI board, which shall, subject to the affected member's right to appeal and implementation of paragraph (E) of this rule, consider the matter at its next scheduled meeting, or at a special meeting to be held no less than thirty days following receipt of the transmittal. The professional affairs committee may accept, reject, or modify the decision of the medical staff administrative committee.

~~(10)~~

(12) The recommendation of the professional affairs committee shall be promptly considered by the hospital CHRI board at its next scheduled meeting. The hospital CHRI board may accept, reject, or modify the recommendation of the professional affairs committee.

~~(11)~~

(13) A copy of the hospital CHRI board decision shall be sent by certified return receipt mail to the affected medical staff member at the member's last known address as determined by university records.

(E) Appeal process.

(1) Within fourteen days after receipt of a notice by an affected medical staff member of the action of the medical staff administrative committee the staff member may, by written notice to the chairperson of the hospital CHRI board, request an appeal. Such appeal shall only be held on the record before the medical staff administrative committee.

(2) Unchanged.

(3) The appeal shall be conducted by the professional affairs committee of the hospital CHRI board.

(4) Unchanged.

(5) New or additional matters not raised during the ~~grievance committee~~ hearing procedure or in the medical staff administrative committee hearings shall only be introduced on appeal at the sole discretion of the professional affairs committee.

(6) Within fourteen days following submission of the written statement by the affected medical staff member, the professional affairs committee shall recommend to the hospital CHRI board that the adverse decision be affirmed, modified or rejected, or to refer the matter back to the medical staff administrative committee for further review and recommendation. Such referral to the medical staff administrative committee may include a request for further investigation.

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- (7) Any final decision by the ~~hospital~~ CHRI board shall be communicated by the director by certified return receipt mail to the affected medical staff member at the member's last known address as determined by university records. The director shall also notify in writing the senior vice president for health sciences, the dean of the college of medicine and public health, the chief medical officer of OSU health system, the vice president for health services, the director of medical affairs, chief of staff, the CHRI section chief, academic department chair ~~chairperson~~ and the person(s) who initiated the request for peer review. The director shall take immediate steps to implement the final decision. (B/T 9/1/93, B/T 4/5/2002, B/T 9/6/2002)

3335-111-07 Divisions of the medical staff.

The medical staff of the CHRI shall be divided into honorary, attending, associate attending, clinical, community oncologist attending, community associate, and limited designations. All medical staff members with admitting privileges may admit patients in accordance with state law and criteria for standards of care established by the medical staff.

(A) Honorary staff.

The honorary staff will be composed of those individuals recognized for outstanding reputation, notable scientific and professional contributions, and high professional stature in an oncologic field of interest. They shall enjoy all privileges and responsibilities of attending staff appointments except patient care privileges and the right to vote and hold elected office in the medical staff organization. The honorary staff designation is awarded by the CHRI ~~board of trustees of the Ohio state university~~ on the recommendation of the director of the CHRI, senior vice president for health sciences ~~and dean of the college of medicine and public health~~, chief of a CHRI section, or the credentials committee after approval by the medical staff administrative committee. This is a life-time appointment.

(B) Attending staff.

(1) and (2) unchanged.

(3) Responsibilities:

An attending staff member shall:

(a) Unchanged.

(b) Retain responsibility within their area of professional competence for the continuous care and supervision of each patient in the CHRI for whom he or she is providing care, or arrange a suitable alternative for such care and supervision, including whenever the patient requires care that is beyond the scope of the attending staff member's capabilities or delineated clinical privileges. This provision includes the supervision of interns, residents and fellows assigned to his/her service. The training of limited staff shall include oversight by the attending physician of clinical care provided to the patient, didactic instruction and observation of diagnostic and therapeutic procedures in accordance with the essentials of the ACGME accredited program in which the limited staff member is enrolled. The attending physician shall participate in the evaluation of limited staff's clinical performance as determined by the appropriate limited staff member's residency program director.

(c) through (e) unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(C) Unchanged.

(D) Clinical staff.

(1) Qualifications:

The clinical attending staff shall consist of those clinical faculty members of the colleges of medicine and public health and dentistry who have training, expertise, and experience in oncology, as determined by the director in consultation with the chief of the appropriate CHRI section.

(2) and (3) unchanged.

(E) Community oncologist attending staff.

(1) Qualifications:

The community oncologist attending (COA) staff shall consist of medical staff members who do not have faculty appointments in any of the academic units of the Ohio state university, are licensed in the state of Ohio with a proven career commitment to oncology as demonstrated by:

Training.

Current American board of medical specialties certification, if applicable.

Practice profile.

Membership - professional oncology societies.

Publications.

Grant funding.

Other funding and experience (as approved by the CHRI director);

Individual COA staff utilization expectations shall be determined by the CHRI director with the advice of the CHRI director of medical affairs and shall be intended to provide optimal access for patients to the CHRI that does not interfere with the service, research, or educational activities and priorities of the university faculty who constitute the CHRI attending, associate attending, or clinical attending staff. The CHRI director and the staff member applying for COA privileges will mutually identify the applicant's CHRI clinical and/or non-clinical involvement, including the categories of diagnosis, extent of anticipated patient activity, and the service areas to be utilized each year. A statement of this participation will be made a part of the application for appointment.

All applications for appointment and reappointment as a member of the COA staff shall be made to the CHRI director for initial evaluation. The CHRI director may, when appropriate, refer each application for completion of the appointment procedure in accordance with paragraphs (E) or (F) of rule 3335-111-04 of the Administrative Code. However, the approval of a an academic department chairperson and CHRI chief of section shall not be required for the appointment or reappointment relative to any application for COA staff privileges. The staff member's ability to cooperate and support the goals identified by the CHRI director will be considered in the decision for appointment and reappointment. Adequate levels of clinical activity may be required to permit proper evaluation under CHRI quality assurance and utilization guidelines.

(2) Unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(3) Responsibilities:

~~A community~~ Community oncology attending staff member shall:

(a) through (g) unchanged.

(F) Community associate staff.

(1) Qualifications:

The community associate medical staff shall consist of those applicants who do not have faculty appointments in any of the academic units of the Ohio state university and who are licensed in the state of Ohio. All applications for appointment and reappointment to the community associate staff shall be made to the director for initial evaluation. The director shall consult with the chairperson of the appropriate ~~clinical~~ academic department and when appropriate may refer each application for completion of the appointment procedure in accordance with pertinent requirements of paragraph (E) or (F) of rule 3335-111-04 of the Administrative Code. The approval of the academic department chairperson or CHRI chief of section shall not be required.

(2) and (3) unchanged.

(G) Limited ~~medical~~ staff.

Limited staff are not considered members of the medical staff, do not have delineated clinical privileges, and do not have the right to vote in general medical staff elections. Except where expressly stated, limited staff are bound by the terms of these bylaws, rules and regulations of the medical staff and the limited staff agreement.

(1) Qualifications:

The limited staff shall consist of allopathic and osteopathic physicians, and dental surgeons who are ~~appointed~~ accepted in good standing ~~to programs by a program director into a postdoctoral graduate medical education program~~ approved by the institutional post graduate medical education committee.

(2) Responsibilities:

The limited staff shall:

(a) Unchanged.

(b) Not admit patients but participate under supervision, in the care of all patients to whom they are assigned. They shall follow all rules and regulations of the service to which they are assigned, as well as the general rules of the CHRI pertaining to limited staff, including, but not limited to this requirement. Consultation shall be obtained with the attending, associate attending, clinical member of the medical staff responsible for the care of that patient before undertaking a procedure or treatment that carries a significant material risk to the patient unless this consultation would cause a delay that would jeopardize the life or health of the patient.

(c) and (d) unchanged.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(H) Associates to the medical staff.

(1) through (3) unchanged.

(4) Due process:

Licensed allied health professionals are subject to corrective action for violation of these rules, their certificate of authority, standard care agreement, utilization plan or the provisions of their licensure, including professional ethics. Corrective action may be requested by any member of the medical staff, the chairperson of ~~a~~ an academic department, the chief of the CHRI section or the director of medical affairs. All requests shall be in writing and be submitted to the director of medical affairs.

The director of medical affairs shall appoint a three-person committee to review the situation and recommend appropriate corrective action, including termination or suspension of clinical privileges. The committee shall consist of at least one licensed allied health professional licensed in the same field as the individual being reviewed, if available, and one medical staff member. The committee shall make a written recommendation to the director of medical affairs, who may accept, reject or modify the recommendation. The decision of the director of medical affairs shall be final.

(I) Clinical privileges.

(1) Delineation of clinical privileges:

(a) Unchanged.

(b) Each clinical department and CHRI section will develop clinical criteria and standards for the evaluation of privileges with emphasis on invasive or therapeutic procedures or treatment which represent significant risk to the patient or for which specific professional training or experience is required. The evaluation of every initial application for clinical privileges shall be based upon the applicant's education, training, experience, demonstrated competence and adherence to quality assurance standards, references and other relevant information, including an appraisal by the chief of the CHRI section in which such privileges are sought. The applicant shall have the burden of establishing qualifications and competence in the clinical privileges requested and the recommendation for increase or reduction of same shall be the responsibility of the credentials committee.

(c) A leave of absence from clinical privileges for voluntary or involuntary medical reasons, for greater than thirty days, must be requested by each medical staff member in writing and be referred to the director of medical affairs office, whenever the medical reason for the leave relates to the medical staff member's possession of the necessary health status to exercise the clinical privileges granted to him or her, or to fulfill the essential functions of his or her appointment to the medical staff, with or without reasonable accommodation. The director of medical affairs may notify the committee for physician health. This section does not mean that members of the medical staff may not have a duty to self report absences of less than thirty days to the chief of the James CHRI section when the absence is based upon the ability to exercise and fulfill essential functions of his or her clinical privileges or medical staff appointment.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

After a leave for medical reasons of greater than thirty days, a written request for reinstatement must be reviewed and approved by the director of medical affairs in consultation with the committee for physician health, if necessary. Upon return from a leave of absence for medical reasons, the medical staff member must demonstrate his/her ability to exercise his/her clinical privileges upon return to clinical activity. The credentials committee, the director of medical affairs, the CHRI section chief or the medical staff administrative committee shall have the authority to require any documentation, including advice and consultation from the committee on physician health that might have a bearing on the medical staff member's ability to carry out the clinical and educational responsibilities for which the medical staff member is seeking privileges. The committee for physician health will have the responsibility to consider and recommend reasonable accommodations that will enable the medical staff member to practice in a safe and acceptable manner. Any accommodation must be arranged and implemented prior to the exercise of clinical privileges.

(2) Temporary and special privileges:

(a) Temporary privileges -- with the written request and approval of the chairperson of the academic department in which the privileges will be exercised and the chief of the CHRI section, the director of medical affairs may act on behalf of the ~~hospital~~ director and the CHRI board and grant temporary privileges when an application for full appointment is pending and there are specific patient care needs that mandate an immediate authorization to practice. An appropriately licensed professional may be granted temporary privileges for an initial period of thirty days, with subsequent renewals approved by the director of medical affairs not to exceed the pendency of the application. Such privileges shall be exercised in accordance with the conditions specified in rule 3335-111-04 of the Administrative Code.

(b) Special privileges -- upon receipt of a written request for specific temporary privileges and the approval of the chairperson of the academic department, the chief of the CHRI section and the director of medical affairs, an appropriately licensed practitioner of documented competence, who is not an applicant for medical staff membership, may be granted special privileges for the care of one or more specific patients. Such privileges shall be exercised in accordance with the conditions specified in rule 3335-111-04 of the Administrative Code.

(c) A physician may employ or utilize the services of a non-licensed professional assistant in the administration of patient care if this assistant has a defined job description, has received credentials review and approval by the appropriate ~~hospital~~ CHRI reviewing body, and is operating within existing ~~hospital~~ CHRI standards, policies, and procedures. The physician will be responsible for all patient care activities performed on his or her behalf.

(d) Unchanged.

(3) Emergency privileges.

Emergency privileges may be granted by the director of medical affairs or designee to fully licensed, qualified individuals who, at the time of the emergency, are not members of the medical staff in order to provide voluntary services during a local, state or national emergency in accordance with CHRI and medical staff policies.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(4) Telemedicine.

A member of the medical staff who wishes to utilize electronic technologies (telemedicine) to render care must so indicate on the application for clinical privileges form. (B/T 9/1/93, B/T 3/3/95, B/T 4/3/96, B/T 12/6/96, B/T 9/1/99, B/T 12/3/99, B/T 6/2/2000, B/T 4/5/2002)

3335-111-08 Organization of the CHRI.

(A) The director.

(1) Method of appointment:

The director shall be appointed by the board of trustees of the Ohio state university upon recommendation of the president, senior vice president for health sciences, and the vice president for health services following consultation with the CHRI board and in accordance with university bylaws, rules and regulations. The director shall also be the chief executive and operating officer of the CHRI and shall be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

~~The director shall be responsible to the board of trustees by way of the president of the Ohio state university~~ for the conduct of teaching, research, and CHRI service activities of the facility, including continuing compliance with all appropriate quality assurance standards, ethical codes, or other monitoring or regulatory requirements. The director shall be the chairperson of the medical staff administrative committee and shall be a member of all committees of the CHRI.

(B) The director of medical affairs.

(1) Method of appointment:

The director of medical affairs shall be appointed by the ~~board of trustees of the Ohio state university~~ senior vice president for health sciences upon recommendation by the director. The director of medical affairs shall be the chief medical officer of the CHRI and shall be a member of the attending medical staff of the CHRI.

(2) Responsibilities:

The director of medical affairs shall be responsible to the director, the chief medical officer of the university medical center, and the CHRI board for the quality of patient care provided in the CHRI. The director of medical affairs shall assist the director in the administration of medical affairs including quality assurance and credentialing.

(C) The sections.

Each member of the attending, associate attending, clinical, limited, and honorary staff shall be assigned to a CHRI section by the director upon the recommendation of the appropriate academic department chairperson and the credentials committee.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

There are four clinical sections: medical oncology, surgical oncology, radiation oncology and pathology. Appointment to a specific section is based on the clinical specialty of the applicant for medical staff membership. Each section is headed by a section chief who has the responsibility to oversee all research and clinical activities conducted by members of the section. Specifically, the section chief shall be responsible for the following: the development and implementation of policies and procedures that guide and support the provision of service; recommendations re: staffing needs and clinical privileges for all members appointed to the section; the orientation and continuing surveillance of the professional performance of all section members; recommendation for space and other resources needed. The section chief is appointed by the director.

(D) Department chairs chairpersons.

Departmental chairpersons are appointed by the dean of the college of medicine and public health and participate in the processing of applications for appointment and reappointment to the medical staff pursuant to these rules, including the development of criteria for granting of clinical privileges, ~~and may also be appointed to serve as delegates at-large on the medical staff administrative committee.~~ The chair academic department chairperson participates in the evaluation of the professional growth and appropriate humanistic qualities of members of the limited medical staff and reviews the clinical performance, including the physical and mental health of all medical staff members and other licensed health care professionals.

~~(E) Disease-specific committees. (Services)~~

~~The chiefs of CHRI services are appointed by the director in consultation with departmental chairpersons. The chiefs of CHRI services are responsible for research activities in their services. This includes the generation of new clinical protocols and the accrual of patients to these trials. The CHRI services may be added or deleted upon the recommendation of the director with the concurrence of a majority of the medical staff administrative committee and approval of the board of trustees of the Ohio state university. The addition/deletion of a CHRI service by the director is partially a function of the numbers of faculty, numbers of patients treated, research and educational activities, as well as what is perceived to be in the best interest of the mission of the CHRI. (B/T 9/1/93, B/T 3/3/95, B/T 12/6/96, B/T 12/3/99, B/T 4/5/2002, B/T 9/6/2002)~~

3335-111-09 Elected officers of the medical staff of the CHRI.

(A) and (B) unchanged.

(C) Delegates at-large.

There shall be ~~six~~ two delegates at-large, ~~three~~ one to be elected from the attending or represent the associate and clinical attending staff and ~~three~~ one appointed from the ranks of departmental chairs pursuant to these bylaws one to represent all other medical staff categories.

(D) through (G) unchanged.

3335-111-10 Administration of the medical staff of the CHRI.

Medical staff committees.

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

(A) Appointments: Appointments to all medical staff committees except the medical staff administrative committee and the nominating committee will be made jointly by the chief of staff, chief of staff-elect, and the director of medical affairs. Unless otherwise provided by the bylaws, all appointments to medical staff committees are for one year and may be renewed. The chairperson shall control the committee agenda, attendance of staff and guests and conduct the proceedings. A simple majority of appointed voting members shall constitute a quorum. All committee members appointed or elected to serve on a medical staff committee are expected to participate fully in the activities of those committees.

(B) Medical staff administrative committee:

(1) Composition:

(a) Chief of staff, chief of staff-elect; section chiefs of medical oncology, radiation oncology, surgical oncology and pathology; CHRI chair of clinical quality management policy group; ~~chiefs of CHRI services; CHRI director, CHRI deputy director, CHRI director of administration, CHRI director of medical affairs, CHRI immediate past chief of staff, CHRI associate director for professional education; six~~ two at-large delegates, CHRI administrator for nursing; CCC director for clinical research, and CCC director for cancer control, ~~senior vice president for health sciences and dean of the college of medicine and public health and university hospitals medical director.~~

~~(b) All of the above will have voting privileges, except the CCC directors, the administrator for nursing, the senior vice president for health sciences and dean of the college of medicine and public health, university hospitals medical director, and the director of administration who will be ex-officio non-voting members.~~

~~(c)~~

(b) Any member of the committee who anticipates absence from a meeting of the committee may appoint a temporary substitute as a representative at the meeting. The temporary substitute will have all the rights of the absent member. The director may invite any member of staff as the director's representative at a meeting or to attend any meeting with the director.

(c) All members of the committee shall attend, either in person or by proxy, a minimum of two-thirds of all committee meetings.

(2) Duties:

(a) through (d) unchanged.

(e) To fulfill the medical staff's accountability to the CHRI board of trustees of the Ohio state university for medical care rendered to patients in the CHRI.

(f) through (m) unchanged.

(3) Unchanged.

(4) Voting:

At a properly constituted meeting, voting shall be by a simple majority of members present except in the case of termination or non-reappointment of medical staff

**AMENDMENTS TO THE BYLAWS OF THE MEDICAL STAFF OF THE ARTHUR G. JAMES
CANCER HOSPITAL AND RICHARD J. SOLOVE RESEARCH INSTITUTE (contd)**

Amended Bylaws of the Medical Staff of The James (contd)

membership or permanent suspension of clinical privileges, wherein two-thirds of members present shall be required.

(C) and (D) unchanged.

(E) Committee for physician health.

(1) Unchanged.

(2) Duties:

(a) and (b) unchanged.

(c) To provide appropriate internal and external counsel and referral for diagnosis and treatment ~~to enable physicians to provide appropriate standards of care.~~

(d) To consult regularly with the chief of staff and director of medical affairs of the ~~hospital~~ CHRI in monitoring the affected physician and the safety of patients until rehabilitation or any disciplinary process is complete.

(e) through (g) unchanged.

(F) and (G) unchanged.

3335-111-11 Amendments.

These medical staff bylaws may be amended after notice is given at one meeting of the medical staff administrative committee. Such notice shall be laid on the table until the next meeting and shall require two-thirds vote of the members of the medical staff administrative committee present for approval and submission to the medical staff for ratification. Ratification of an amendment shall be by a plurality of those medical staff members voting through written ballot. When an amendment is approved by the medical staff administrative committee and ratified by the medical staff it shall be forwarded to the ~~hospital's~~ CHRI board and the Ohio state university board of trustees. Each of the foregoing reviewers shall accept or reject the requested amendment. The amendment shall become effective when accepted by the board of trustees of the Ohio state university in the form ratified by the medical staff. Neither the medical staff, ~~hospital's~~ CHRI board nor the board of trustees may unilaterally amend the medical staff bylaws. (B/T 9/1/93, B/T 3/3/95, B/T 12/3/99, B/T 9/6/2002)

3335-111-13 Meetings and dues.

(A) Meetings.

The medical staff of the CHRI shall conduct scheduled meetings semi-annually. Notice of the meetings will be sent to all medical staff at least two weeks prior to the meeting. Attendance is encouraged, but shall not be a requirement of continuing staff privileges. ~~Exceptions requested in writing may be sent to the chief of staff who recommends action to the medical staff administrative committee.~~ A special meeting may be called at the option of the medical staff administrative committee.

(B) Unchanged.

Summary
Revision of the Classified Civil Service Rules
And Civil Service Modernization Project

The Ohio State University and other Ohio universities in the Inter-University Council (IUC) are working together to modernize university civil service on the statewide level. In November 1999, an IUC Presidential Task Force issued a report entitled "Recommendations for Improving the Efficiency in State Operations Affecting Public Universities;" one of the recommendations was to reinvent the Classified Civil Service (CCS) system.

The reasons behind this drive to modernize the CCS system are numerous. The current CCS process is slow, cumbersome, and expensive. In the changing job marketplace, universities must operate with speed and agility to compete for the most talented and diverse staff, and have highly positive employee/labor relations. The nature of staff job duties has shifted dramatically over the past decades, requiring new conceptualization of employment testing and selection. State funding for higher education has remained relatively flat over the past decade, requiring greater efficiencies to pursue the University's mission.

The CCS Modernization Project does not intend to dismantle employee property rights. Since the beginning of civil service, many federal and state laws addressing employee protections have been passed. Further, many employees are in collective bargaining units, in which employers and unions are able to bargain employment structures and processes.

The employment world in which universities compete, and the expectations of customers and stakeholders, have shifted radically in recent years. Other states have successfully modernized CCS statutes with similar efforts in process for the federal government. Ohio municipalities and public two-year institutions have not been subject to ORC Chapter 124 and have operated with a successful balance of management and employee rights.

The first step to modernizing the CCS within the University is the revision of the current CCS Rules to remove references to Ohio Revised Code Chapter 124. The current CCS Rules shall remain in place at this time, but will be duplicated into existing Human Resources policies. The IUC is working with Representative Buehrer on legislation that would provide greater flexibility to universities and may potentially remove universities from Chapter 124. The IUC is in the process of outlining Model Rules for universities to follow to allow for necessary changes while protecting employee property rights.

At a future date, when the legislation is passed, the Office of Human Resources has created a structure for University CCS governance and drafted of an over-arching rule that provides the Board of Trustees the power to design, implement and administer all aspects of Human Resource functions. Since the CCS rules will be part of University policy by that time, the formal CCS rules will be repealed. OHR will enter a communication and input phase with the University community to envision the ideal human resources environment and incorporate best practices. OHR then will design and implement appropriate processes with supporting systems and policies.

Amended Classified Civil Service Rules

3335-51-01 Position audits and reclassifications.

(A) and (B) unchanged.

(C) When an audit or review is conducted, the following sources for that investigation include, but are not limited to, any employee, an employee's authorized representative, or college/department officer. When the office of human resources finds that inequities or improper classifications of positions exist, appropriate remedial steps may be taken to provide a more equitable, just and proper classification. The affected employee(s) shall be given a written notice of the decision of the audit or review and:

(1) Unchanged.

(2) May refuse the reclassified position, in which case the employee shall retain certification in that classification, and the office of human resources shall assign such employee to a position ~~which~~ that has duties commensurate with the employee's classification. If the former position is no longer used by the university, such position shall be abolished in accordance with Chapter 3335-81 of the Administrative Code.

(D) Unchanged.

(E) ~~Whenever a position reclassification determination is made, the position classification shall change in accordance with division (D) of section 124.14 of the Revised Code~~ the office of human resources shall provide written notice to the employee. The effective date of such change shall be four weeks after receipt of the request in the office of human resources, or the date of conclusive determination, whichever is earlier. An employee may appeal the decision to the state personnel board of review within thirty days of receipt of the decision.

3335-51-02 Notification of employees.

(A) Whenever the classification title of a position changes, other than by process of promotion or demotion, or whenever the university establishes or deletes classifications and such actions result in the reclassification of incumbent classified employees, notification shall be made in writing to any individual affected by the change ~~in accordance with division (D) of section 124.14 of the Revised Code.~~

(B) Unchanged.

3335-55-01 Classification of positions.

All positions in the classified service at the Ohio state university are placed in classifications in ~~accordance with division (F) of section 124.14 of the Revised Code and section 124.20 of the Revised Chapter 3335-55 of the Administrative Code,~~ except those exempted by law.

3335-55-03 Classification plan.

(A) through (D) unchanged.

(E) The following are the classifications to which the university shall assign all positions within the classified service which have not yet been reclassified under the broadbanded classification plan in rule 3335-55-08 of the Administrative Code:

Amended Classified Civil Service Rules (contd)

| Position classifications at the Ohio state university | | |
|--|-------------------------------|--|
| Pay range | Class | Title description |
| | 10000 | Account clerk series |
| 24 | 10001 | Account clerk 1 |
| 26 | 10002 | Account clerk 2 |
| 27 | 10003 | Account clerk 3 |
| 29 | 10004 | Account clerk supervisor |
| | 11000 | Accounting series |
| 27 | 11001 | Accountant 1 |
| 29 | 11002 | Accountant 2 |
| 31 | 11003 | Accountant 3 |
| 33 | 11004 | Accounting manager 1 |
| | 11110 | Agricultural technician series |
| 03 | 11111 | Agricultural aide 1 |
| 04 | 11112 | Agricultural aide 2 |
| 25 | 11113 | Agricultural technician 1 |
| 26 | 11114 | Agricultural technician 2 |
| | 12000 | Air quality technician series |
| 05 | 12001 | Assistant air quality technician |
| 07 | 12002 | Air quality technician 1 |
| 08 | 12003 | Air quality technician 2 |
| | 12100 | Aircraft maintenance and operations series |
| 06 | 12101 | Aircraft attendant |
| 09 | 12102 | Aircraft mechanic 1 |
| 10 | 12103 | Aircraft mechanic 2 |
| | 12110 | Architectural series |
| 29 | 12112 | Architect associate |
| | 12150 | Animal aide/caretaker series |
| 23 | 12151 | Laboratory animal aide |
| 23 | 12152 | Animal caretaker |
| 25 | 12153 | Animal caretaker supervisor |
| 26 | 12154 | Animal caretaker coordinator |
| | 12160 | Animal health technician series |
| 27 | 12161 | Animal health technician |
| <u>27</u> | <u>12162</u> | <u>Laboratory animal health technician</u> |
| 28 | 12162 <u>12163</u> | Senior animal health technician |
| | 12200 | Audio/visual technician series |
| 24 | 12201 | Audio/visual technician |
| 26 | 12202 | Audio/visual repair worker |
| 27 | 12204 | Audio/visual services supervisor 1 |
| 28 | 12205 | Audio/visual services supervisor 2 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|----|------------------|--|
| | 12210 | Automotive trades series |
| 05 | 12211 | Assistant automotive mechanic |
| 07 | 12212 | Automotive mechanic 1 |
| 08 | 12213 | Automotive mechanic 2 |
| 29 | 12214 | Automotive mechanic 3 |
| | 13000 | Boiler operations series |
| 04 | 13001 | Boiler maintenance worker |
| 06 | 13003 | Boiler operator 2 |
| 06 | 13004 | Boiler repair worker |
| 08 | 13005 | Boiler engineer |
| | 13110 | Budget/management series |
| 30 | 13111 | Budget/management analyst 1 |
| | 13220 | Building maintenance series |
| 04 | 13221 | Maintenance repair worker 1 |
| 05 | 13222 | Maintenance repair worker 2 |
| 06 | 13223 | Maintenance inspector |
| 06 | 13224 | Traffic & parking maintenance worker |
| 07 | 13225 | Maintenance repair worker 3 |
| 08 | 13226 | Building systems inspector |
| 27 | 13227 | Building maintenance supervisor |
| 29 | 13228 | Building maintenance superintendent 1 |
| 31 | 13229 | Building maintenance superintendent 2 |
| | 13250 | Building operations technician series |
| 08 | 13251 | Building operations technician 1 |
| 11 | 13252 | Building operations technician 2 |
| | 13300 | Business management series |
| 28 | 13301 | Business services officer 1 |
| 29 | 13302 | Business services officer 2 |
| | 13310 | Carpentry series |
| 05 | 13311 | Assistant carpenter |
| 07 | 13312 | Carpenter 1 |
| 08 | 13313 | Carpenter 2 |
| 29 | 13314 | Carpentry supervisor |
| | 13330 | Chemist series |
| 28 | 13331 | Chemist 1 |
| 29 | 13332 | Chemist 2 |
| 31 | 13334 | Chemical laboratory supervisor 1 |
| | 13400 | Childcare series |
| 22 | 13401 | Early childhood teaching assistant 1 |
| 22 | 13402 | Early intervention aide |
| 23 | 13403 | Early childhood teaching assistant 2 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|---------------|------------------|---|
| | 13500 | Clerk residence and dining series |
| 02 | 13501 | Clerk 1 R & D |
| 03 | 13502 | Clerk 2 R & D |
| | 14010 | Collections series |
| 27 | 14011 | Financial collection specialist |
| | 14110 | Computer operator series |
| 27 | 14111 | Computer operator 1 |
| 27 | 14112 | Computer operations & production technician 1 |
| 28 | 14113 | Computer operator 2 |
| 28 | 14114 | Computer operations & production technician 2 |
| 29 | 14115 | Computer operator 3 |
| 29 | 14116 | Computer operations & production technician 3 |
| 29 | 14117 | Computer operation supervisor 1 |
| 30 | 14118 | Computer operator 4 |
| 30 | 14119 | Computer operations & production supervisor |
| 30 | 14120 | Computer operation supervisor 2 |
| | 14150 | Construction technician series |
| 08 | 14151 | Construction technician 1 |
| 11 | 14152 | Construction technician 2 |
| 12 | 14153 | Construction technician 3 |
| | 14200 | Cultural support series |
| 24 | 14201 | Library assistant |
| 25 | 14202 | Library media technical assistant 1 |
| 26 | 14203 | Library media technical assistant 2 |
| 27 | 14204 | Library associate 1 |
| 28 | 14205 | Library associate 2 |
| 28 | 14206 | Medical records librarian |
| | 14300 | Data processing series |
| 23 | 14301 | Data processor 1 |
| 24 | 14302 | Data processor 2 |
| 25 | 14303 | Data processor 3 |
| 26 | 14304 | Data processing supervisor 1 |
| 27 | 14305 | Data processing supervisor 2 |
| 29 | 14306 | Data systems coordinator 1 |
| 30 | 14307 | Data systems coordinator 2 |
| 32 | 14308 | Data systems coordinator 3 |
| | 14310 | Data technician series |
| 24 | 14311 | Data technician 1 |
| 25 | 14312 | Data technician 2 |
| 27 | 14313 | Data technician supervisor |
| 27 | 14314 | Data control technician |
| | 14320 | Delivery worker series |
| 04 | 14321 | Delivery worker 1 |
| 05 | 14322 | Delivery worker 2 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|-----------------|------------------|---|
| | 14330 | Dental technology series |
| 24 | 14331 | Dental assistant 1 |
| 26 | 14332 | Dental assistant 2 |
| 28 | 14333 | Dental assistant 3 |
| | 14340 | Dairy worker series |
| 04 | 14341 | Dairy worker 1 |
| 06 | 14342 | Dairy worker 2 |
| | 14400 | Design and drafting series |
| 25 | 14401 | Drafting technician 1 |
| 27 | 14402 | Drafting technician 2 |
| 28 | 14404 | Design technician 1 |
| 31 | 14405 | Design technician 2 |
| | 14410 | Dietary series |
| 02 | 14411 | Nutrition aide |
| 23 | 14413 | Nutritionist specialist |
| | 14420 | Duplicating and printing series |
| 25 | 14421 | Printing machine operator 1 |
| 25 | 14422 | Bindery operator 1 |
| 26 | 14423 | Printing technician 1 |
| 26 | 14424 | Printing machine operator 2 |
| 28 | 14425 | Printing technician 2 |
| 28 | 14426 | Printing machine operator 3 |
| 29 | 14427 | Printing supervisor 1 |
| 30 | 14428 | Printing supervisor 2 |
| | 14430 | Electrician series |
| 05 | 14431 | Assistant electrician |
| 07 | 14432 | Electrician 1 |
| 08 | 14433 | Electrician 2 |
| <u>12</u> | <u>14434</u> | <u>High voltage electrician</u> |
| | 14440 | Electronic technology series |
| 27 | 14441 | Electronic technician 1 |
| 28 | 14442 | Electronic technician 2 |
| 29 | 14443 | Electronic technician 3 |
| | 15000 | Employment services series |
| 3029 | 15003 | <u>Payroll officer-supervisor</u> |
| <u>30</u> | <u>15004</u> | <u>Payroll officer</u> |
| | 15200 | Equipment maintenance series |
| 28 | 15201 | Equipment maintenance supervisor |
| 30 | 15202 | Equipment maintenance superintendent 1 |
| 31 | 15203 | Equipment maintenance superintendent 2 |
| | 15220 | Farm maintenance series |
| 04 | 15221 | Farm laborer 1 |
| 06 | 15222 | Farm laborer 2 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|------------------|------------------|---|
| 28 | 15223 | Farm manager 1 |
| 29 | 15224 | Farm manager 2 |
| | 15230 | Facilities support services series |
| 28 | 15231 | Facilities support services specialist |
| | 15310 | Fiscal management series |
| 29 | 15311 | Budget officer 1 |
| 30 | 15312 | Fiscal officer 1 |
| 32 | 15314 | Fiscal officer 2 |
| | 15320 | Food management series |
| 01 | 15321 | Food service worker |
| 01 | 15322 | Food service attendant |
| 04 | 15323 | Catering operations assistant |
| 04 | 15324 | Food service supervisor 1 |
| 26 | 15325 | Food service supervisor 2 |
| 27 | 15326 | Food service manager 1 |
| 28-29 | 15327 | Food service manager 2 |
| 30 | 15328 | Food service manager 3 |
| | 15330 | Food preparation series |
| 02 | 15331 | Food preparation worker |
| 03 | 15332 | Cook 1 |
| 05 | 15334 | Cook 2 |
| | 15410 | Grants coordinator series |
| 27 | 15412 | Student financial aid specialist |
| 27 | 15413 | Student services counselor |
| | 15420 | Graphic arts series |
| 27 | 15421 | Graphic artist |
| 28 | 15422 | Layout design artist |
| | 15430 | Grounds maintenance series |
| 24 | 15431 | Golf course worker 1 |
| 04 | 15432 | Groundskeeper 1 |
| 05 | 15433 | Groundskeeper 2 |
| 26 | 15434 | Golf course worker 2 |
| 06 | 15435 | Groundskeeper 3 |
| 08 | 15436 | Groundskeeper supervisor |
| 29 | 15437 | Golf course supervisor |
| | 15440 | Housekeeping services series |
| 02 | 15442 | Custodial worker |
| 04 | 15443 | Custodial work supervisor |
| 25 | 15444 | Housekeeping manager 1 |
| 27 | 15445 | Housekeeping manager 2 |
| 28 | 15446 | Assistant superintendent of buildings |
| 29 | 15447 | Housekeeping manager 3 |
| 30 | 15448 | Superintendent of buildings |
| 30 | 15449 | Manager-environmental services |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|----|-------|-------------------------------------|
| | 15500 | Institutional security series |
| 23 | 15501 | Community service officer |
| 26 | 15503 | Security officer |
| 28 | 15505 | Security supervisor |
| | 15520 | Inventory control series |
| 26 | 15521 | Inventory control specialist 1 |
| 28 | 15522 | Inventory control specialist 2 |
| | 15530 | Laboratory animal technology series |
| 24 | 15531 | Laboratory animal technician 1 |
| 27 | 15532 | Laboratory animal technician 2 |
| 28 | 15533 | Laboratory animal technologist |
| | 15540 | Laboratory machinist series |
| 28 | 15541 | Laboratory machinist 1 |
| 29 | 15542 | Laboratory machinist 2 |
| | 15550 | Laboratory technology series |
| 23 | 15551 | Laboratory assistant |
| 24 | 15552 | Laboratory technician 1 |
| 25 | 15553 | Laboratory technician 2 |
| 27 | 15554 | Laboratory technologist |
| | 16000 | Laborer series |
| 02 | 16001 | Laborer |
| | 16110 | Locksmith series |
| 05 | 16111 | Assistant locksmith |
| 07 | 16112 | Locksmith 1 |
| 08 | 16113 | Locksmith 2 |
| | 16200 | Maintenance machinist series |
| 05 | 16201 | Assistant maintenance machinist |
| 07 | 16202 | Maintenance machinist 1 |
| 08 | 16203 | Maintenance machinist 2 |
| | 16210 | Machinist series |
| 05 | 16211 | Assistant machinist |
| 07 | 16212 | Machinist 1 |
| 08 | 16213 | Machinist 2 |
| 29 | 16214 | Machinist supervisor |
| | 16300 | Mason series |
| 05 | 16301 | Assistant mason |
| 07 | 16302 | Mason |
| | 16310 | Materials controller series |
| 27 | 16312 | Materials controller 2 |
| 29 | 16313 | Materials controller 3 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|-------------------------|--------------------------------------|--|
| 26 | 16320 16322 | Medical technology series ECG technician |
| 28 | 16340 16341 | Microbiologist series Microbiologist 1 |
| 29 | 16342 | Microbiologist 2 |
| 31 | 16344 | Microbiology supervisor 1 |
| 26 | 16350 16351 | Medical technology computer series ECG system operator |
| 07 | 16360 16361 | Mechanical technician series Mechanical technician 1 |
| 08 | 16362 | Mechanical technician 2 |
| 11 | 16363 | Mechanical technician 3 |
| 03 | 16400 16401 | Miscellaneous clerical series Mail clerk/messenger |
| 04 | 16402 | Mail clerk |
| 28 | 16403 | Mail center supervisor |
| 05 | 16410 16411 | Miscellaneous maintenance series Exterminator |
| 07 | 16420 16422 | Miscellaneous trades series Interior surfaces installer <u>Insulation worker</u> |
| 07 <u>08</u> | 16423 | Insulation worker <u>Interior surfaces installer</u> |
| 25 | 16430 16431 | Morgue series Morgue attendant |
| 27 | 16432 | Morgue supervisor |
| 04 | 16440 16441 | Mover series Mover 1 |
| 08 | 16443 | Moving supervisor |
| 28 | 16460 16461 | Nurse series Licensed practical nurse CCS |
| 29 | 16462 | Licensed practical nurse-Pharm, CCS |
| 22 | 16500 16501 | Office machine operator Series Office machine operator 1 |
| 23 | 16502 | Accounting machine operator 1 |
| 24 | 16503 | Office machine operator 2 |
| 25 | 16504 | Accounting machine operator 2 |
| 25 | 16505 | Office machine operator 3 |
| 07 | 16510 16511 | Painter series Painter 1 |
| 08 | 16512 | Painter 2 |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|----|------------------|---|
| | 16520 | Parking facility series |
| 03 | 16521 | Parking facility attendant |
| 27 | 16522 | Parking facility superintendent |
| | 16530 | Personnel series |
| 26 | 16532 | Personnel aide |
| 28 | 16533 | Personnel technician 1 |
| 28 | 16535 | Personnel officer 1 |
| 30 | 16537 | Personnel technician 2 |
| 30 | 16538 | Personnel officer 2 |
| | 16560 | Photographic series |
| 27 | 16561 | Photographer 1 |
| 28 | 16562 | Photographer 2 |
| | 16600 | Photographic laboratory series |
| 23 | 16601 | Photo laboratory assistant |
| 25 | 16602 | Photo laboratory technician 1 |
| 26 | 16603 | Photo laboratory technician 2 |
| 28 | 16604 | Photo laboratory supervisor |
| | 16610 | Plant operations series |
| 08 | 16612 | Stationary engineer 1 |
| 29 | 16613 | Plant maintenance engineer 1 |
| 09 | 16614 | Stationary engineer 2 |
| 30 | 16615 | Plant maintenance engineer 2 |
| | 16630 | Plumber series |
| 05 | 16631 | Assistant plumber |
| 07 | 16632 | Plumber 1 |
| 08 | 16633 | Plumber 2 |
| | 16640 | Police series |
| 50 | 16641 | University law enforcement officer |
| 32 | 16644 | University law enforcement officer supervisor |
| | 16660 | Project engineer series |
| 31 | 16661 | Project engineer 1 |
| 32 | 16662 | Project engineer 2 |
| 33 | 16663 | Project engineer 3 |
| | 17000 | Project inspector series |
| 28 | 17002 | Project inspector 2 |
| 29 | 17003 | Project inspector 3 |
| | 17100 | Public information and inquiry series |
| 28 | 17103 | Publication specialist 1 |
| 30 | <u>17104</u> | <u>Publication specialist 2</u> |
| 31 | 17107 | Publications editor |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|----|------------------|---|
| | 17200 | Purchasing series |
| 25 | 17201 | Purchasing assistant 1 |
| 26 | 17202 | Purchasing assistant 2 |
| 28 | 17204 | Purchasing agent 1 |
| 30 | 17205 | Purchasing agent 2 |
| 31 | 17206 | Purchasing administrator 1 |
| 32 | 17207 | Purchasing administrator 2 |
| | 17210 | Radio dispatcher series |
| 25 | 17211 | Radio dispatcher 1 |
| 28 | 17212 | Public safety dispatcher 1 |
| 27 | 17213 | Radio dispatcher 2 |
| 29 | 17214 | Public safety dispatcher 2 |
| | 17310 | Sales service series |
| 27 | 17316 | Sales manager 2 |
| 28 | 17317 | Sales manager 3 |
| | 17320 | Sheet metal series |
| 05 | 17321 | Assistant sheet metal worker |
| 07 | 17322 | Sheet metal worker 1 |
| 08 | 17323 | Sheet metal worker 2 |
| 29 | 17324 | Sheet metal supervisor |
| | 17330 | Sign shop series |
| 30 | 17335 | Sign shop superintendent |
| | 17420 | Steam fitter series |
| 05 | 17421 | Assistant steam fitter |
| 07 | 17422 | Steam fitter |
| | 17430 | Stores series |
| 03 | 17431 | Stores clerk |
| 24 | 17432 | Mechanical stores clerk |
| 04 | 17433 | Chemical stores clerk |
| 05 | 17434 | Storekeeper 1 |
| 06 | 17435 | Chemical storekeeper 1 |
| 27 | 17436 | Storekeeper 2 |
| 28 | 17437 | Storekeeper 3 |
| | 17440 | Surveyor series |
| 30 | 17442 | Surveyor 2 |
| | 17450 | Systems technician series |
| 07 | 17451 | Systems technician 1 |
| 08 | 17452 | Systems technician 2 |
| 12 | 17453 | Systems technician 3 |
| | 17510 | Therapy and institutional services series |
| 24 | 17511 | Hospital aide |
| 24 | 17512 | Activities aide |
| 04 | 17513 | Patient transporter |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|------------------|-------------------------------|---------------------------------------|
| 04 | 17514 | Patient services associate |
| 25 | 17515 | Psychiatric aide |
| 25 | 17516 | Therapy aide |
| 05 | 17517 | Perioperative technician |
| | 17520 | Treatment plant operations series |
| 06 | 17521 | Treatment plant aide |
| 07 | 17522 | Treatment plant operator |
| | 17530 | Traffic control series |
| 26 | 17532 | Traffic control officer |
| 28 | 17533 | Traffic control officer supervisor |
| | 17560 | Vehicle and equipment operator series |
| 04 | 17561 | Vehicle operator 1 |
| 05 | 17562 | Equipment operator 1 |
| 06 | 17563 | Vehicle operator 2 |
| 06 | 17564 <u>17563</u> | Equipment operator 2 |
| 07 | 17565 <u>17564</u> | Equipment operator 3 |
| <u>08</u> | <u>17565</u> | <u>Vehicle operator 2</u> |
| | 17570 | Welder series |
| 07 | 17572 | Welder 1 |
| 08 | 17573 | Welder 2 |
| | 17590 | X-ray technology series |
| 23 | 17591 | X-ray developer |
| 25 | 17592 | Radiology service associate |
| 26 | 17593 | X-ray technician 1 |
| 27 | 17594 | X-ray technician 2 |
| | 18000 | Zone maintenance technician series |
| 03-04 | 18001 | Zone maintenance technician 1 |
| 07 | 18002 | Zone maintenance technician 2 |
| 11 | 18003 | Zone maintenance technician 3 |
| | 20000 | Automation technician series |
| 07 | 20001 | Automation technician 1 |
| 09 | 20002 | Automation technician 2 |
| 10 | 20003 | Automation technician 3 |
| | 21000 | Dietetic clerk series |
| 03 | 21001 | Dietetic clerk |
| | 22000 | Phlebotomist series |
| 24 | 22001 | Assistant phlebotomist |
| 25 | 22002 | Phlebotomist 1 |
| 26 | 22003 | Phlebotomist 2 |
| 27 | 22004 | Phlebotomist supervisor |

Amended Classified Civil Service Rules (contd)

Position classifications at
the Ohio state university (contd)

| | | |
|----|-------|--------------------------------------|
| | 22100 | Anesthesia series |
| 26 | 22101 | Anesthesia technician 1 |
| 27 | 22102 | Anesthesia technician 2 |
| | 22200 | Sterile supply series |
| 04 | 22201 | Sterile supply technician 1 |
| 06 | 22202 | Sterile supply technician 2 |
| | 23000 | Unit clerical series |
| 25 | 23001 | Unit clerical associate |
| 25 | 23003 | Unit clerical coordinator |
| 26 | 23004 | Unit clerical supervisor |
| | 23100 | Hospital admitting series |
| 26 | 23101 | Admitting representative |
| 27 | 23102 | Patient admitting representative |

3335-55-06 Changes in the pay ranges or classification plan.

The university may reassign the pay ranges of classifications ~~in accordance with divisions (H) and (I) of section 124.14 of the Revised Code and section 3345.31 of the Revised Code~~ and add, modify, or delete classifications. New classifications created pursuant to this rule shall be assigned to one of the established pay ranges. All new or revised classifications must be filed with the secretary of state.

3335-55-08 Broadbanded classification plan.

(A) through (D) unchanged.

(E) The following are the classifications to which the university shall assign positions within the classified service which have been reclassified under the broadbanded classification plan and are no longer subject to the classification plan in rule 3335-55-03 of the Administrative Code:

Position Classifications at
The Ohio State University

| Pay Range | Class | Title Description |
|--------------|--------------|--|
| A1 | 00010 | Information Assistant Series |
| A2 | 00020 | Information Associate Series |
| A2 | 00030 | Marketing Staff Coordinator Series |
| <u>A2</u> | <u>00035</u> | <u>Medical claim specialist series</u> |
| A2 | 00040 | Office Administrative Associate Series |

Amended Classified Civil Service Rules (contd)

Position Classifications at
The Ohio State University (contd)

| Pay Range | Class | Title Description |
|-----------|--------------|------------------------------------|
| A1 | 00050 | Office Assistant Series |
| A2 | 00060 | Office Associate Series |
| A1 | 00070 | Office Production Assistant Series |
| A2 | 00080 | Office Staff Coordinator Series |
| A1 | 00090 | Sales Assistant Series |
| <u>A2</u> | <u>00095</u> | <u>System specialist series</u> |

3335-65-12 Exceptional appointments; suspension of examination requirements.

- (A) If a civil service vacancy requires unique and exceptional qualifications of a scientific, managerial, professional or educational character, so that conducting a competitive examination for the position is impractical, then the office of human resources may suspend the provisions of ~~sections 124.01 to 124.64 of the Revised Code as provided in division (B) of section 124.30 of the Revised~~ Chapters 3335-49 to 3335-89 of the Administrative Code, and appoint an applicant who has the recognized qualifications for the position. Employees appointed under this rule attain certified status after successfully serving the probation period stated in rule 3335-67-02 of the Administrative Code.
- (B) In case of an emergency, an appointment process may bypass ~~sections 124.01 to 124.64 of the Revised~~ Chapters 3335-49 to 3335-89 of the Administrative Code. Emergency appointments shall not exceed a maximum of thirty days, and in no case shall successive appointments occur.

**The Ohio State University Board of Trustees
Investments Committee
September 6, 2002**

TOPIC:

Development Funding for FY 2003

CONTEXT:

Rising expectations and a declining stock market have combined to put a squeeze on the budget of the Office of Development. If no remedial action is taken, Development will fall short by more than \$2 million for maintaining existing services.

There are also unmet needs for one-time funds, including a new computer system.

RECOMMENDATION:

- Increase endowment support from 1.1% to 1.33%. This will provide for a total of \$15.8 million for continuation of existing services and a previously approved increase in support for the Medical Center in FY 2003 (Attachment A).
- Fund one-time needs of \$1.2 million from unexpended balances in the Development Reserve Account, and other sources (Attachment B).
- Ask Development to develop a five-year funding plan for FY 2004 that meets priority needs and includes reallocation of resources from lower need to higher need. The plan should be ready by January 1, 2003 (Attachment C).

REQUESTED OF BOARD OF TRUSTEES:

Approval of recommendations.

**Recommended Funding Level
Continuing Funds
(in millions)**

| | |
|--|------------|
| Continuing Service Needs FY 2003 (Compared to \$15,284,000 for FY 2002) | \$15.4 |
| Additional Amount Needed to Meet FY 2003 Commitment to OSUMC | <u>0.4</u> |
| Total Need | \$15.8 |
| Recommended Sources for FY 2003: | |
| Endowment Proceeds @ 1.33% ¹ | \$14.9 |
| 90-day Hold @ 3% ² | 0.5 |
| Unrestricted Allocation | <u>0.4</u> |
| Total Available | \$15.8 |

¹ 3-year Endowment average = \$1.12B

² Drop in short-term interest rate from 6% to 3% cost \$450,000.

Recommended Uses of One-time Funds

| | |
|--|---------------|
| • IMPACT System (Version 2 and build-buy analysis) | \$980,000 |
| • Electronic Screening for Alumni | 125,000 |
| • Fawcett Move | <u>90,000</u> |
| Total | \$1,195,000 |

**Issues Over Longer Term
To Be Addressed By Five-Year Plan**

- Five-year sources and uses for both continuing and one-time needs.
- Sources, uses and goals for OSUMC sub-campaign.
- Sources, uses and goals for Arts & Sciences reorganization.
- Sources, uses and expected rate of return for Alma Mater System.
- Alternative sources of support, other than endowment earnings.
- Re-evaluation of priorities and internal reallocations.

Thompson Library Renovation**315-2002-046****PROJECT CAPTAIN:**

Scott Conlon, Facilities Planning & Development - Architecture, 292-0983

REQUESTING AGENCY:

University Libraries

PROJECT LOCATION:

LIBRARY, WILLIAMS OXLEY THOMPSON MEMORIAL

AGE:

1912

GR. SQ. FT.:

299,695

PROJECT DESCRIPTION:

Renovate the Thompson Library, construct an addition to the facility, relandscape a portion of the Oval, and construct a new module to the Library Book Depository

MILESTONES:

| | Projected | Revised | Actual |
|-------------------------------|------------------|----------------|---------------|
| Arch/Eng Approved B/T | 9/13/2002 | | |
| Construction Mgr Approved B/T | 9/13/2002 | | |

FUNDING INFORMATION:

| | | | | |
|-------------------------------|----|------------|--|--|
| Development - Univ Libraries | \$ | 20,000,000 | | |
| Future Capital Appropriations | | 79,000,000 | | |
| Total | \$ | 99,000,000 | | |

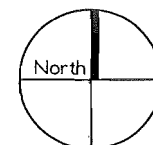
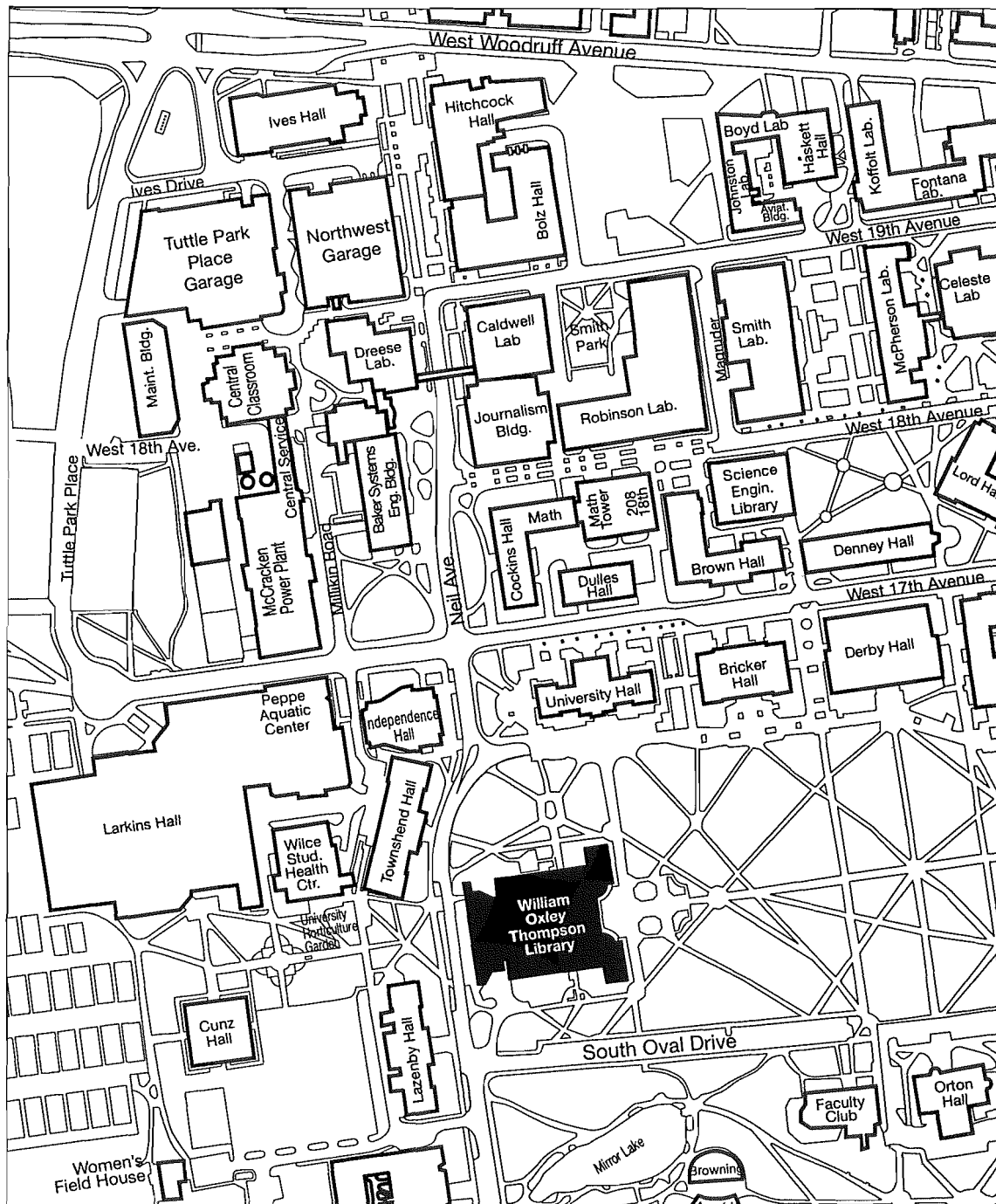
USES:

| | | | | |
|----------------------|----|------------|--|--|
| Construction | \$ | 72,741,259 | | |
| Construction Manager | | 4,585,182 | | |
| Contingency | | 7,167,711 | | |
| Design | | 6,348,713 | | |
| Equipment | | 3,527,063 | | |
| Moving | | 1,039,082 | | |
| Percent for Art | | 690,000 | | |
| Swing Space | | 1,120,070 | | |
| Technology Equipment | | 793,342 | | |
| Univ Administration | | 987,578 | | |
| Total | \$ | 99,000,000 | | |

COMMENTS:

Local administration granted by DAS and BoR per their letter dated 6/11/02. Project milestones will be defined once funds have been approved. Conceptual project budget is in 2006 dollars. Development and University Libraries have agreed that \$20M - \$30M is a reasonable expectation of donor participation. As the MoU is developed, the funding amount from development will be refined and the capital appropriation amount will be adjusted accordingly within the \$99M total conceptual project amount.

Thompson Library Renovation



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Camera Center - Hospital Labs**315-2001-915****PROJECT CAPTAIN:**

Lori Seeger, Facilities Planning & Development - Architecture, 688-3757

REQUESTING AGENCY:

University Hospitals

PROJECT LOCATION:

CAMERA CENTER, J LEONARD

AGE:**GR. SQ. FT.:**

28,635

PROJECT DESCRIPTION:

Renovate the Bureau of Worker's Compensation property being leased by OSU to use for physician and outpatient services.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|-----------|---------|----------|
| Arch/Eng Approved B/T | 5/1/1998 | | 5/1/1998 |
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 4/1/2004 | | |
| Design Dev Document Approval | 4/1/2004 | | |
| Construction Document Approval | 4/1/2004 | | |

FUNDING INFORMATION:

| | | | |
|------------------------------|----|------------|--|
| Auxiliaries - Univ Hospitals | \$ | 10,000,000 | |
| Total | \$ | 10,000,000 | |

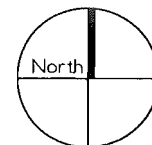
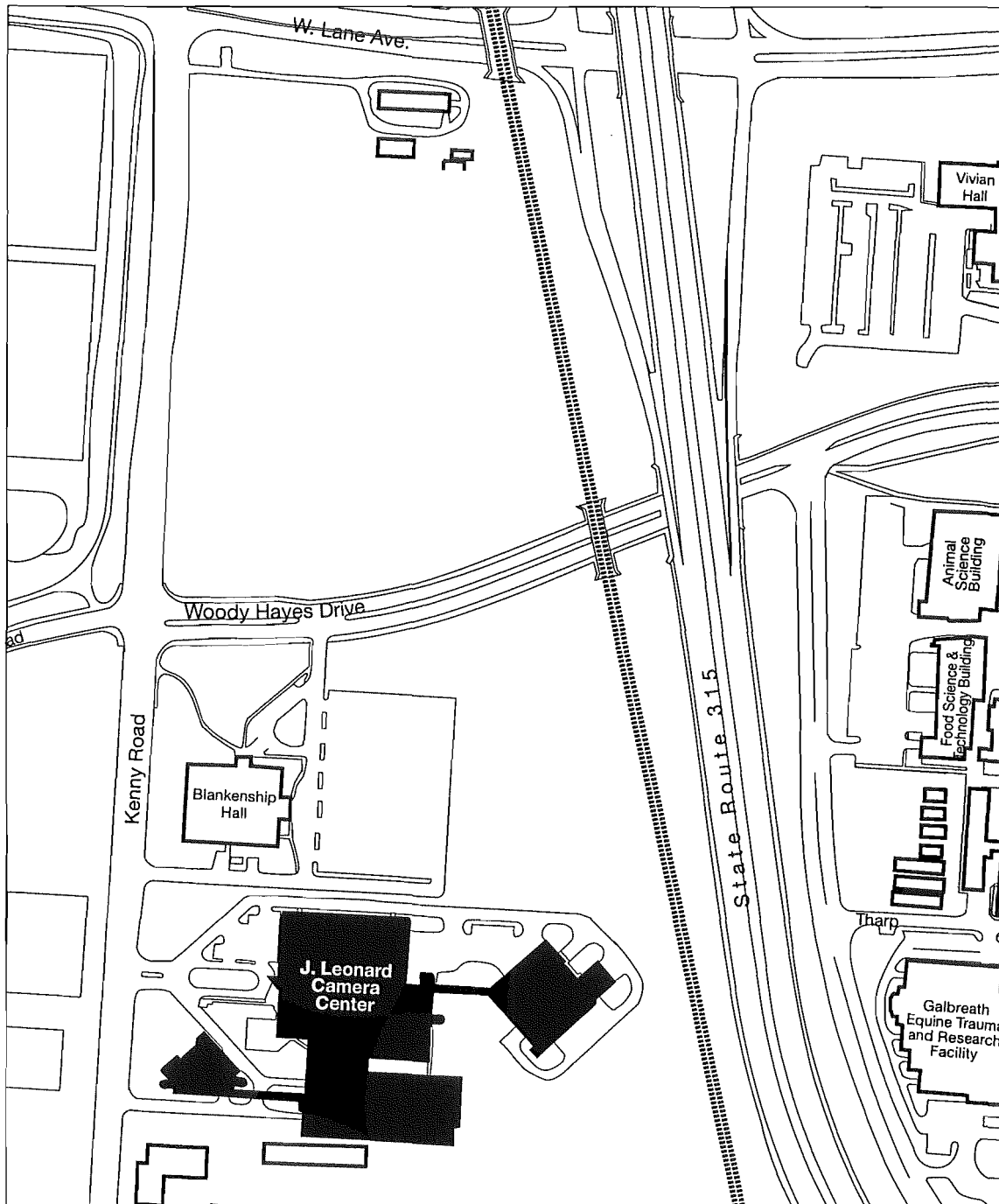
USES:

| | | | |
|---------------------|----|------------|--|
| Construction | \$ | 8,120,000 | |
| Contingency | | 975,000 | |
| Design | | 807,000 | |
| Univ Administration | | 98,000 | |
| Total | \$ | 10,000,000 | |

COMMENTS:

Project will be accomplished in multiple phases. This project replaces the Community Ambulatory Care Center projects (315-1998-907 and 315-1998-909) approved by the Board of Trustees on May 1, 1998.

Camera Center - Hospital Labs



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Fry Hall Addition**315-2001-922****PROJECT CAPTAIN:**

Sara Herridge, Facilities Planning & Development - Architecture, 292-0381

REQUESTING AGENCY:

College of Optometry

PROJECT LOCATION:

CAMERA CENTER, J LEONARD

AGE:

1951

GR. SQ. FT.:

46,910

PROJECT DESCRIPTION:

Construct a three floor addition to the existing Fry Hall to house additional clinical and office areas for patient based research.

MILESTONES:

| | Projected | Revised | Actual |
|-----------------------|------------------|----------------|---------------|
| Arch/Eng Approved B/T | 9/13/2002 | | 5/1/1998 |

FUNDING INFORMATION:

| | | | | |
|-------------------------------|----|-----------|--|--|
| BOR Action Fund | \$ | 1,000,000 | | |
| Development - Optometry | \$ | 1,000,000 | | |
| General Funds - Optometry | | 500,000 | | |
| Future Capital Appropriations | | 3,600,000 | | |
| Grant - NIH | | 2,000,000 | | |
| Total | \$ | 8,100,000 | | |

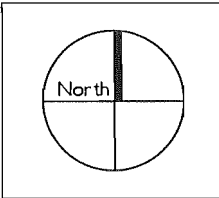
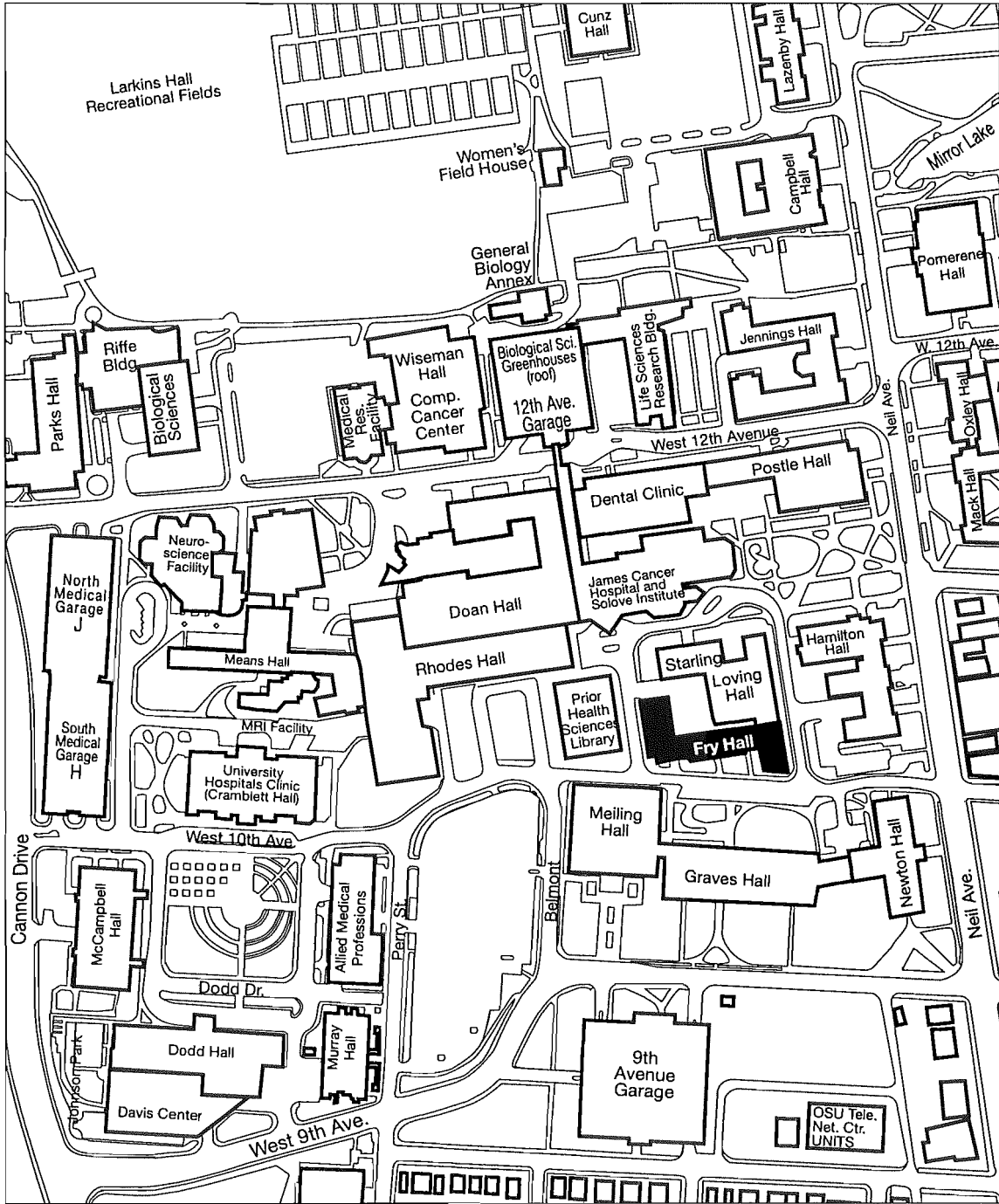
USES:

| | | | | |
|---------------------|----|-----------|--|--|
| Construction | \$ | 5,801,674 | | |
| Contingency | | 1,007,607 | | |
| Design | | 522,151 | | |
| Equipment | | 516,584 | | |
| Moving | | 29,338 | | |
| Swing Space | | 141,423 | | |
| Univ Administration | | 81,223 | | |
| Total | \$ | 8,100,000 | | |

COMMENTS:

Conceptual project budget is in 2005 dollars. Project schedule will be determined as a part of the Programming Phase.

Fry Hall Addition



| |
|---|
| Office of Business and Finance |
| Office of Facilities Planning and Development |

August 17, 2002

Medical Center Central Chilled Water Expansion**315-1999-939-5****PROJECT CAPTAIN:**

Lori Seeger, Facilities Planning & Development - Architecture, 688-3757

REQUESTING AGENCY:

Health Sciences Administration

PROJECT LOCATION:

Various - see comments

AGE:**GR. SQ. FT.:****PROJECT DESCRIPTION:**

Create a first phase of a future central chilled water plant by increasing the capacity in the chilled water plant and piping for the Ross Heart Hospital. Chiller plants to be linked together in the future.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|-----------|---------|--------|
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 1/9/2002 | | |
| Design Dev. Document Approval | 6/6/2002 | | |
| Construction Document Approval | 12/3/2002 | | |
| Bid Opening | 2/14/2003 | | |
| Award of Contracts | 4/4/2003 | | |
| Construction Start | 4/4/2003 | | |
| Report of Award to B/T | 6/6/2003 | | |
| Completion | 8/20/2004 | | |

FUNDING INFORMATION:

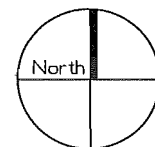
| | | | | |
|-----------------------------------|----|-----------|--|--|
| Auxiliaries - Health Sciences | \$ | 2,827,975 | | |
| Auxiliaries - Ross Heart Hospital | | 1,569,725 | | |
| Total | \$ | 4,397,700 | | |

USES:

| | | | | |
|----------------------|----|-----------|--|--|
| Construction | \$ | 3,600,000 | | |
| Construction Manager | | 112,750 | | |
| Contingency | | 360,000 | | |
| Design | | 281,750 | | |
| Univ Administration | | 43,200 | | |
| Total | \$ | 4,397,700 | | |

COMMENTS:

Site: Cramblett Hall, Rhodes Hall, and Ross Heart Hospital.



August 20, 2002

Health Sciences Quadrangle**315-1999-939-6****PROJECT CAPTAIN:**

Lori Seeger, Facilities Planning & Development - Architecture, 688-3757

REQUESTING AGENCY:

Health Sciences Administration

PROJECT LOCATION:

Various - see comments

AGE:**GR. SQ. FT.:****PROJECT DESCRIPTION:**

Design and implement the Health Sciences Quadrangle as per the south campus master plan.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|------------------|----------------|---------------|
| Bidding Approved B/T | 9/13/2002 | | |
| Construction Document Approval | 12/3/2002 | | |
| Bid Opening | 1/24/2003 | | |
| Award of Contracts | 3/14/2003 | | |
| Construction Start | 3/14/2003 | | |
| Report of Award to B/T | 12/1/2003 | | |

FUNDING INFORMATION:

| | | | | |
|--|----|-----------|--|--|
| Auxiliaries - Health Sciences | \$ | 1,044,058 | | |
| Auxiliaries - Transportation & Parking | | 446,292 | | |
| Auxiliaries - Ross Heart Hospital | | 1,413,225 | | |
| Total | \$ | 2,903,575 | | |

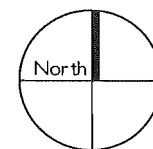
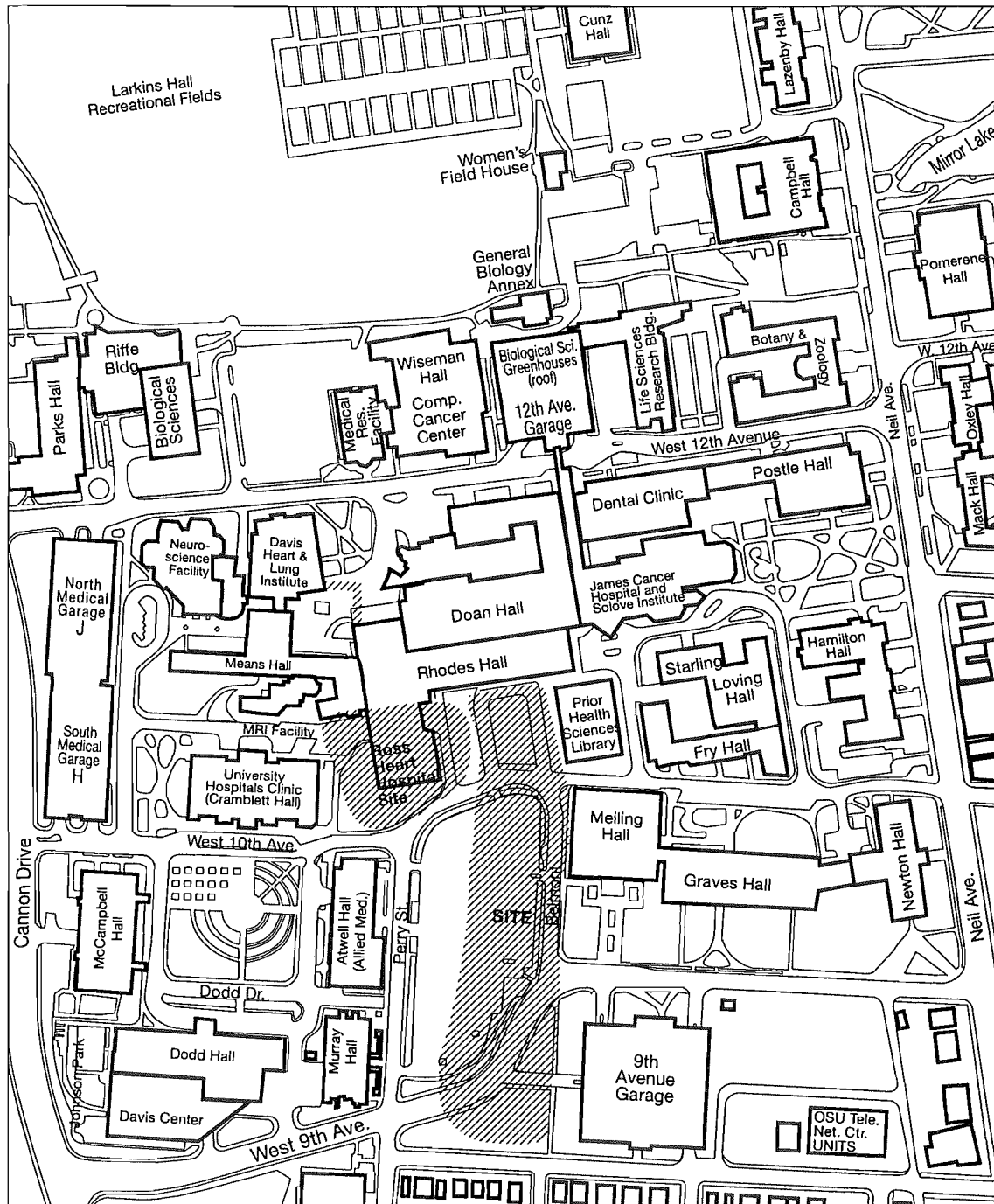
USES:

| | | | | |
|----------------------|----|-----------|--|--|
| Construction | \$ | 2,347,909 | | |
| Construction Manager | | 72,600 | | |
| Contingency | | 234,791 | | |
| Design | | 220,100 | | |
| Univ Administration | | 28,175 | | |
| Total | \$ | 2,903,575 | | |

COMMENTS:

Health Sciences area

Health Sciences Quadrangle



Office of Business and Finance
Office of Facilities Planning and Development

June 17, 2002

Davis Heart and Lung Institute - Basement**315-1993-401-2****PROJECT CAPTAIN:**

Steve Middleton, Facilities Planning & Development - Architecture, 688-3756

REQUESTING AGENCY:

Heart and Lung Research Institute

PROJECT LOCATION:

Davis Heart and Lung Research Institute

AGE:

2000

GR. SQ. FT.:

133,856

PROJECT DESCRIPTION:

Complete a portion of the shelled space in the basement to house laboratories and associated offices and equipment spaces.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|------------------|----------------|---------------|
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 8/21/2002 | | |
| Design Dev. Document Approval | 11/11/2002 | | |
| Construction Document Approval | 11/11/2002 | | |
| Bid Opening | 1/31/2003 | | |
| Award of Contracts | 2/18/2003 | | |
| Construction Start | 2/19/2003 | | |
| Report of Award to B/T | 3/7/2003 | | |
| Completion | 7/22/2003 | | |

FUNDING INFORMATION:

| | | | | |
|------------------------|----|-----------|--|--|
| Development - Medicine | \$ | 1,163,625 | | |
| Total | \$ | 1,163,625 | | |

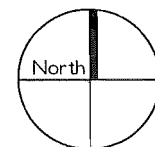
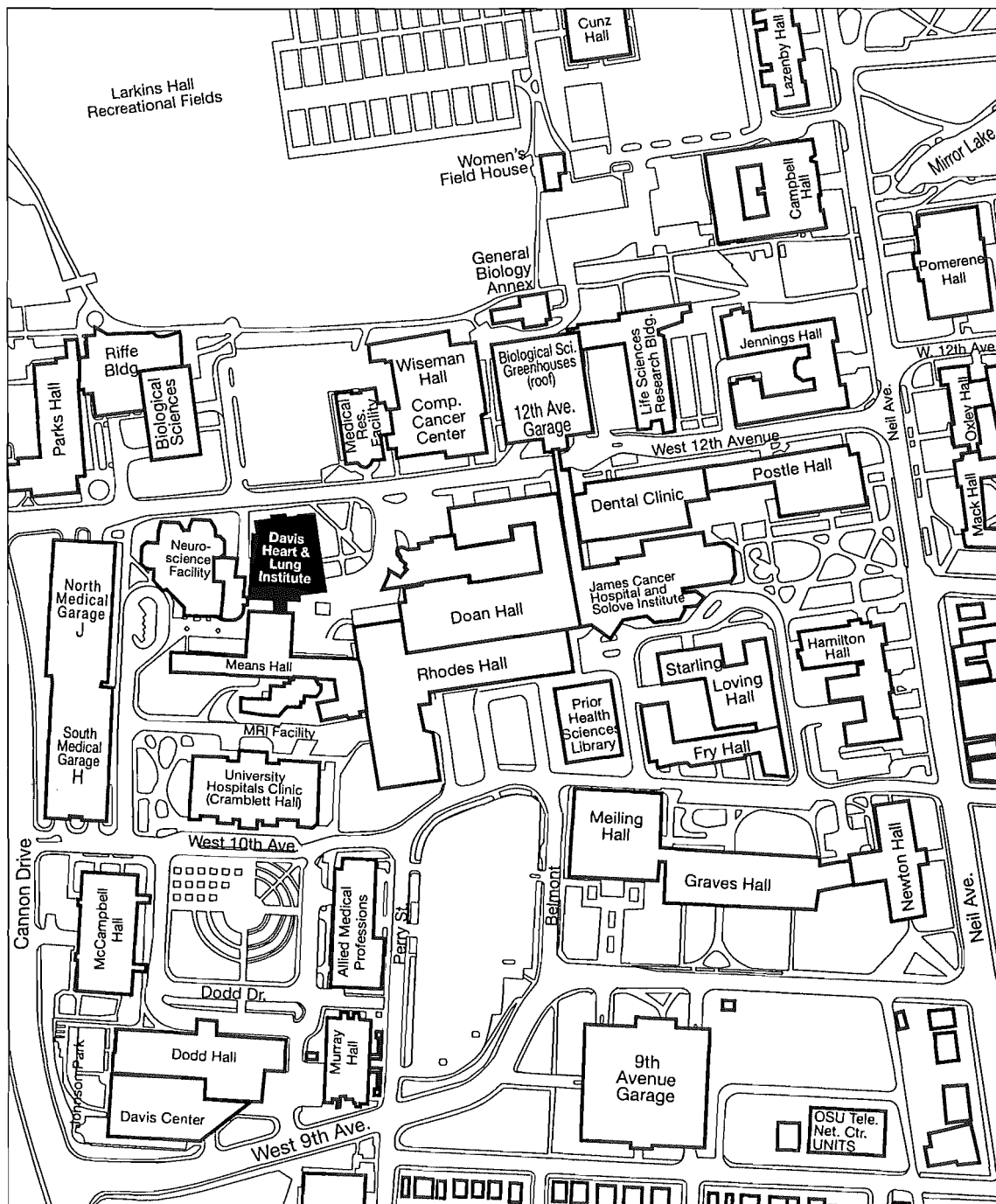
USES:

| | | | | |
|---------------------|----|-----------|--|--|
| Construction | \$ | 925,000 | | |
| Contingency | | 138,750 | | |
| Design | | 86,000 | | |
| Univ Administration | | 13,875 | | |
| Total | \$ | 1,163,625 | | |

COMMENTS:

Formerly known as project 50700-R025174.

Davis Heart and Lung Institute - Basement



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Wilce Student Health Center Renovation - Phase 2**315-2002-921****PROJECT CAPTAIN:**

Scott Conlon, Facilities Planning & Development - Architecture, 292-0983

REQUESTING AGENCY:

Student Health Services

PROJECT LOCATION:

Wilce Student Health Center, John W

AGE:

1970

GR. SQ. FT.:

53,768

PROJECT DESCRIPTION:

Renovate space on the first and third floors of the Wilce Student Health Center to provide new Physical Therapy and Clinical Laboratory space.

MILESTONES:

| | Projected | Revised | Actual |
|---------------------------|-----------|---------|--------|
| Arch/Engr Approved by B/T | 9/13/2002 | | |
| Bidding Approved B/T | 9/13/2002 | | |

FUNDING INFORMATION:

| | | | | |
|------------------------|----|-----------|--|--|
| Future Univ Bond Issue | \$ | 1,113,360 | | |
| Total | \$ | 1,113,360 | | |

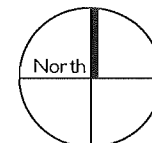
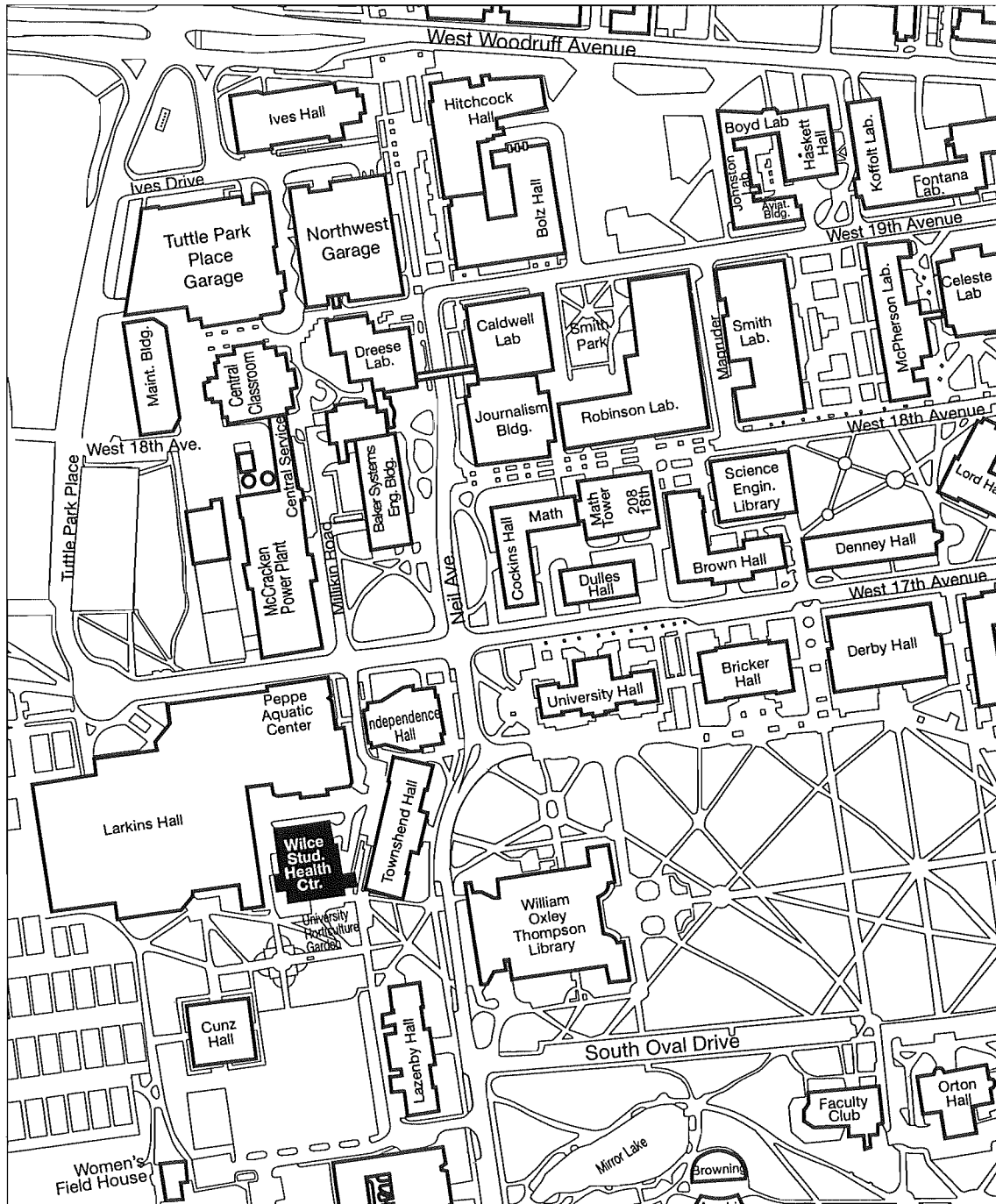
USES:

| | | | | |
|---------------------|----|-----------|--|--|
| Construction | \$ | 839,760 | | |
| Contingency | | 84,000 | | |
| Design | | 88,000 | | |
| Equipment | | 80,000 | | |
| Univ Administration | | 21,600 | | |
| Total | \$ | 1,113,360 | | |

COMMENTS:

Formerly known as project 50700-R011650. Project schedule will be determined as a part of the programming phase.

Wilce Student Health Center Renovation - Phase 2



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Graves Hall - ULAR Renovation**315-2002-920****PROJECT CAPTAIN:**

Steve Middleton, Facilities Planning & Development - Architecture, 688-3575

REQUESTING AGENCY:

Office of Research

PROJECT LOCATION:

Graves Hall, Grant O.

AGE:

1969

GR. SQ. FT.:

220,370

PROJECT DESCRIPTION:

Renovate the Vivarium in Graves Hall.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|-----------|---------|--------|
| Arch/Engr Approved by B/T | 9/13/2002 | | |
| Bidding Approved B/T | 9/13/2002 | | |
| Arch/Engr Contract | 1/31/2003 | | |
| Schematic Design Approval | 4/7/2003 | | |
| Design Dev Document Approval | 4/7/2003 | | |
| Construction Document Approval | 6/20/2003 | | |
| Bid Opening | 7/28/2003 | | |
| Award of Contracts | 9/22/2003 | | |
| Construction Start | 10/9/2003 | | |
| Report of Award to B/T | 12/5/2003 | | |
| Completion | 1/1/2004 | | |

FUNDING INFORMATION:

| | | | | |
|-----------------------------|----|-----------|--|--|
| Other Restricted - Research | \$ | 246,392 | | |
| BoR Action Fund | | 189,443 | | |
| Grant - NIH | \$ | 378,885 | | |
| Total | | \$814,720 | | |

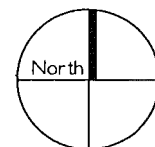
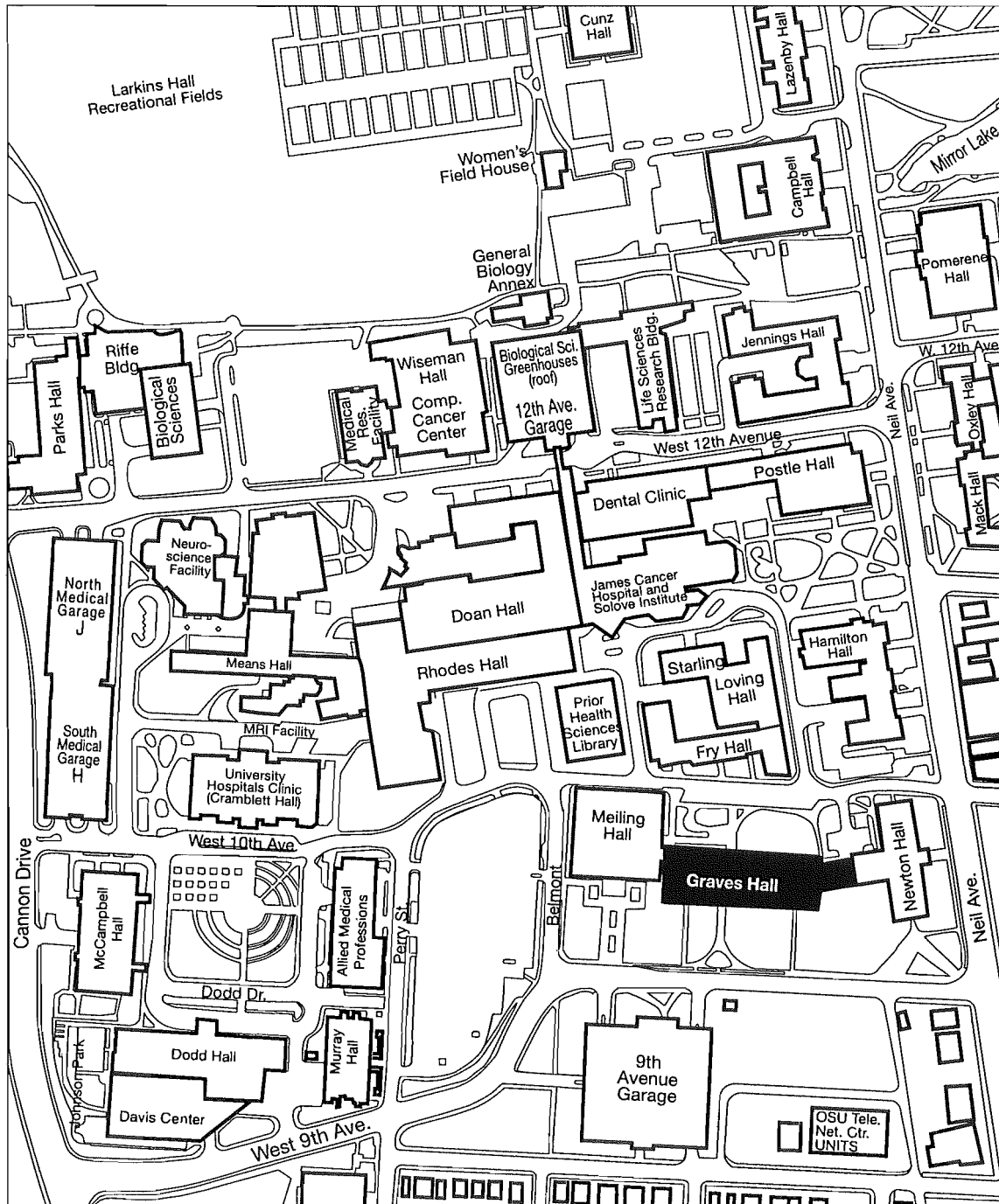
USES:

| | | | | |
|---------------------|----|---------|--|--|
| Construction | \$ | 667,698 | | |
| Contingency | | 70,237 | | |
| Design | | 66,770 | | |
| Univ Administration | | 10,015 | | |
| Total | \$ | 814,720 | | |

COMMENTS:

Formerly known as project 50700-R021671.

Graves Hall - ULAR Renovations



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Women's Field House Relocation**9986-6746****PROJECT CAPTAIN:**

Tricia Petra, Physical Facilities - Univ. Engineer's Office, 292-1349

REQUESTING AGENCY:

Department of Physical Facilities

PROJECT LOCATION:

Women's Field House

AGE:

1927

GR. SQ. FT.:

5,353

PROJECT DESCRIPTION:

Relocate the Women's Field House from south of Larkins Hall to each of Lincoln Tower for use as an educational classroom building. Project includes the installation of ADA restrooms and restoration of the exterior wood siding.

MILESTONES:

| | Projected | Revised | Actual |
|------------------------|------------------|----------------|---------------|
| Bidding Approved B/T | 9/13/2002 | | |
| Construction Start | 9/23/2002 | | |
| Report of Award to B/T | 10/4/2002 | | |
| Completion | 12/31/2002 | | |

FUNDING INFORMATION:

| | | | | |
|--------------------------------|----|-----------|--|--|
| Auxiliaries - Student Affairs | \$ | 17,000 | | |
| Earnings - Physical Facilities | | 354,935 | | |
| Repair and Renovation | \$ | 300,000 | | |
| Total | | \$671,935 | | |

USES:

| | | | | |
|--------------|----|---------|--|--|
| Construction | \$ | 595,835 | | |
| Contingency | | 28,000 | | |
| Design | | 48,100 | | |
| Total | \$ | 671,935 | | |

COMMENTS:

Woody Hayes Drive

West Woodruff Avenue

Plahl Hall

FUTURE Knowlton School of Architecture

Tuttle Park Place Garage

Northwest Garage

Central Classroom Bldg.

Drees Lab.

McCracken Power Plant

Central Science Bldg.

Basal Systems Eng. Bldg.

West 18th Ave.

Tuttle Park Place

Manit. Bldg.

Ohio Stadium

Jesse Owens Plaza

Bike Path

Carroll Drive

Orientangy River

Picnic Area

Morill Tower

Drake Union

Buckeye Grove

Lincoln Tower

Women's Field House

Larkins Hall Recreational Fields

FUTURE Larkins Hall

Cunz Hall

Wilde Stud. Health Ctr.

University Architecture Garage

Independence Hall

Townsend Hall

Lazenby Hall

Campbell Hall

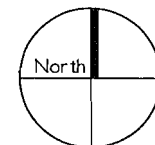
Jennings Hall

Wiseman Hall

Biological Sci. Greenhouses (roof)

Neil Avenue Parking Garage

Riffe Bldg.



August 17, 2002

PROJECT CAPTAIN:

Sara Herridge, Facilities Planning & Development - Architecture, 292-0381

REQUESTING AGENCY:

Health Sciences Administration

PROJECT LOCATION:

Davis Heart and Lung Research Institute

AGE:

2000

GR. SQ. FT.:

133,856

PROJECT DESCRIPTION:

Renovate a portion of the shell space into research wet lab space.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|------------|---------|--------|
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 9/30/2002 | | |
| Design Dev Document Approval | 9/30/2002 | | |
| Construction Document Approval | 11/20/2002 | | |
| Construction Start | 12/21/2002 | | |
| Report of Award to B/T | 12/6/2002 | | |
| Completion | 5/19/2003 | | |

FUNDING INFORMATION:

| | | | | |
|-------------------------------|----|---------|--|--|
| Development - Health Services | \$ | 398,812 | | |
| Total | \$ | 398,812 | | |

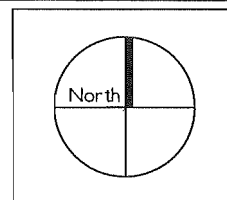
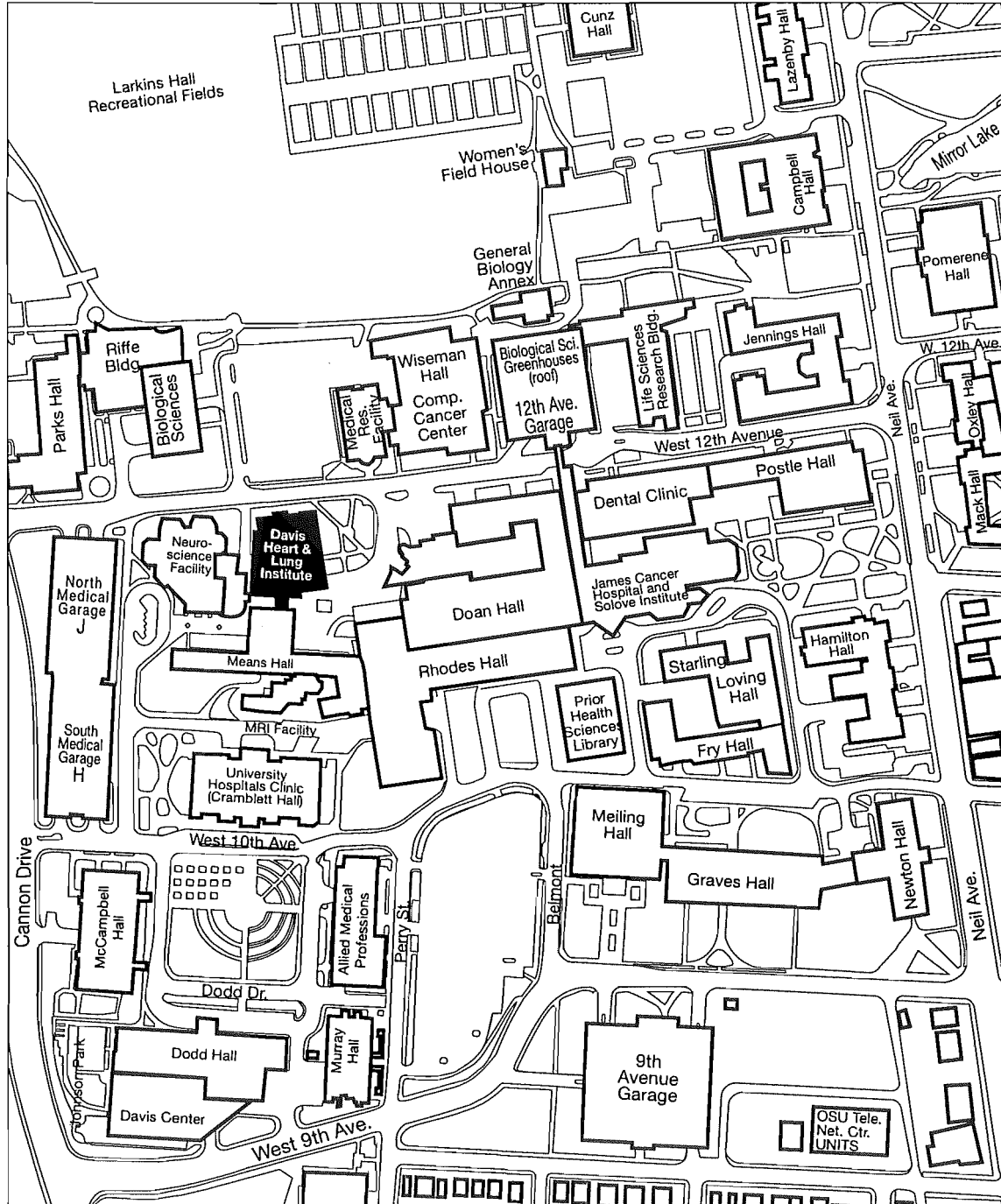
USES:

| | | | | |
|---------------------|----|---------|--|--|
| Construction | \$ | 328,240 | | |
| Contingency | | 47,267 | | |
| Design | | 16,412 | | |
| Univ Administration | | 6,893 | | |
| Total | \$ | 398,812 | | |

COMMENTS:

Formerly known as project 50700-R015122

Davis Heart and Lung Institute - Room 089



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Pfahl Hall Executive Dining Room**315-2002-922****PROJECT CAPTAIN:**

Jose Cueto, Student Affairs, 292-0654

REQUESTING AGENCY:

Student Affairs

PROJECT LOCATION:

Pfahl Executive Education Building, John K.

AGE:

1999

GR. SQ. FT.:

58,054

PROJECT DESCRIPTION:

Provide renovation of the present executive dining room in Pfahl Hall. Pfahl Hall serves the Fisher College of Business Executive Education program.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|------------|---------|--------|
| Arch/Engr Approved B/T | 9/13/2002 | | |
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 10/30/2002 | | |
| Design Dev Document Approval | 11/30/2002 | | |
| Construction Document Approval | 12/30/2002 | | |
| Bid Opening | 2/6/2003 | | |
| Award of Contracts | 3/28/2003 | | |
| Construction Start | 3/31/2003 | | |
| Report of Award to B/T | 12/5/2003 | | |
| Completion | 7/31/2003 | | |

FUNDING INFORMATION:

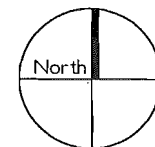
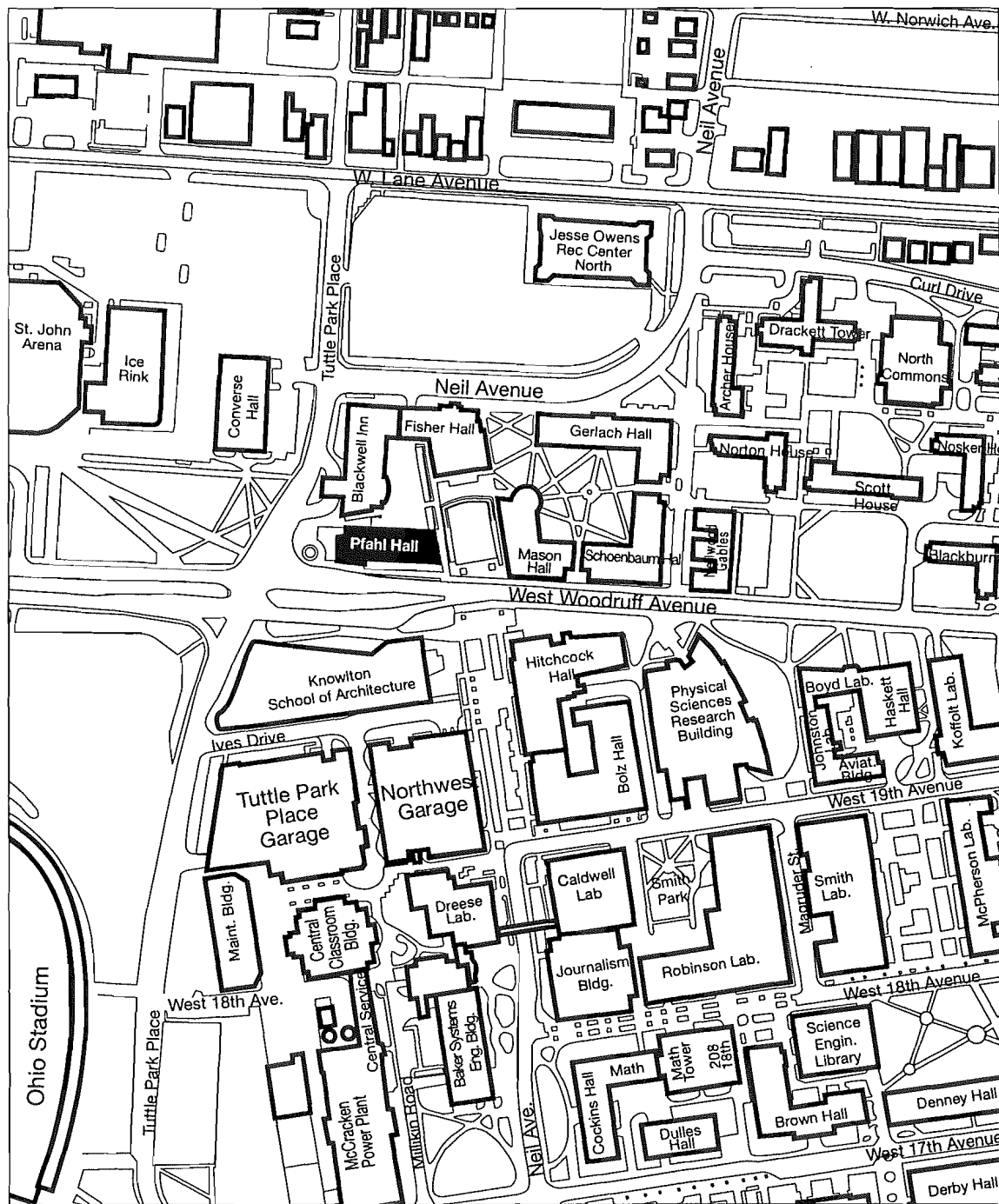
| | | | | |
|-------------------------------|----|---------|--|--|
| Auxiliaries - Student Affairs | \$ | 494,700 | | |
| Total | \$ | 494,700 | | |

USES:

| | | | | |
|---------------------|----|---------|--|--|
| Construction | \$ | 417,500 | | |
| Contingency | | 41,170 | | |
| Design | | 33,400 | | |
| Univ Administration | | 2,630 | | |
| Total | \$ | 494,700 | | |

COMMENTS:

Pfahl Hall Executive Dining Room



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

Tzagournis - MRI and Research Lab**50700-R025161****PROJECT CAPTAIN:**

Sara Herridge, Facilities Planning & Development - Architecture, 292-0381

REQUESTING AGENCY:

College of Medicine and Public Health

PROJECT LOCATION:

Tzagournis Medical Research Facility

AGE:

1994

GR. SQ. FT.:

78,705

PROJECT DESCRIPTION:

Remodel three rooms on the ground floor of the Tzagournis Medical Research Facility to house an MRI and related research lab. Additional power will be brought from the penthouse to the first floor and additional structural modifications to the first floor slab to accommodate this MRI unit is required.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|------------------|----------------|---------------|
| Arch/Engr Approved B/T | 9/13/2002 | | |
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 9/30/2002 | | |
| Design Dev Document Approval | 9/30/2002 | | |
| Construction Document Approval | 11/20/2002 | | |
| Construction Start | 11/28/2002 | | |
| Report of Award to B/T | 12/6/2002 | | |
| Completion | 1/28/2003 | | |

FUNDING INFORMATION:

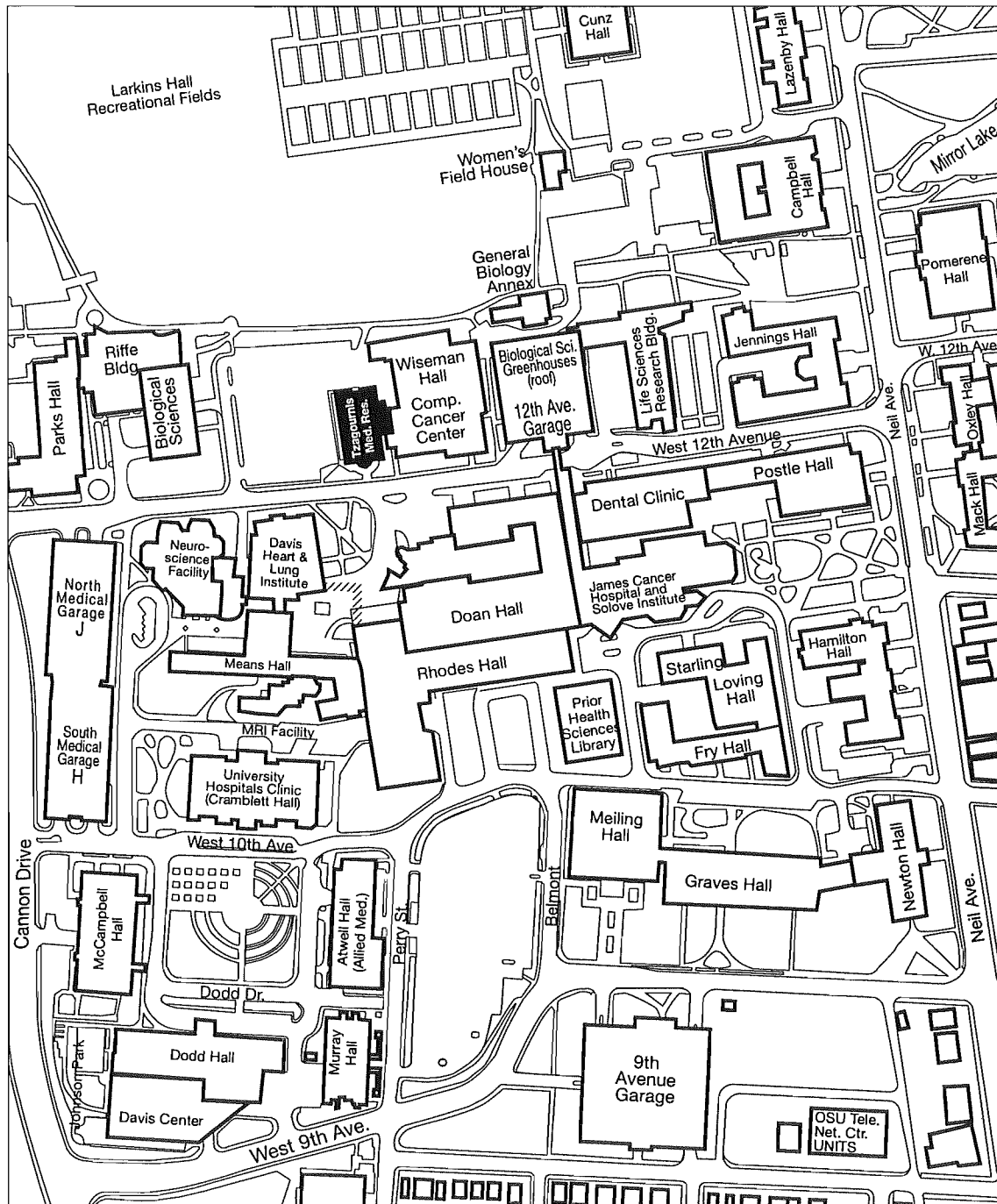
| | | | | |
|--------------------------|----|---------|--|--|
| General Funds - Medicine | \$ | 312,270 | | |
| Total | \$ | 312,270 | | |

USES:

| | | | | |
|---------------------|----|---------|--|--|
| Construction | \$ | 250,000 | | |
| Contingency | | 32,020 | | |
| Design | | 25,000 | | |
| Univ Administration | | 5,250 | | |
| Total | \$ | 312,270 | | |

COMMENTS:

Tzagournis - MRI and Research Lab



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

PROJECT CAPTAIN:

Denise Beard, Facilities Planning & Development - Architecture, 292-0163

REQUESTING AGENCY:

College of Law

PROJECT LOCATION:

Drinko Hall, John Deaver

AGE:

1956

GR. SQ. FT.:

220,112

PROJECT DESCRIPTION:

Renovation and modernization of the Moritz College of Law Courtrooms to accommodate contemporary modes of trial practice instruction, actual trials, and state-of-the-art instructional and courtroom technology.

MILESTONES:

| | Projected | Revised | Actual |
|--------------------------------|-----------|---------|--------|
| Arch/Engr Approved B/T | 9/13/2002 | | |
| Bidding Approved B/T | 9/13/2002 | | |
| Schematic Design Approval | 3/1/2003 | | |
| Design Dev Document Approval | 3/1/2003 | | |
| Construction Document Approval | 5/30/2003 | | |
| Bid Opening | 7/1/2003 | | |
| Construction Start | 9/1/2003 | | |
| Report of Award to B/T | 12/5/2003 | | |
| Completion | 1/31/2004 | | |

FUNDING INFORMATION:

| | | | | |
|---------------------|----|---------|--|--|
| General Funds - Law | \$ | 300,000 | | |
| Total | \$ | 300,000 | | |

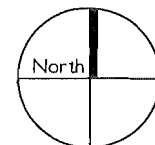
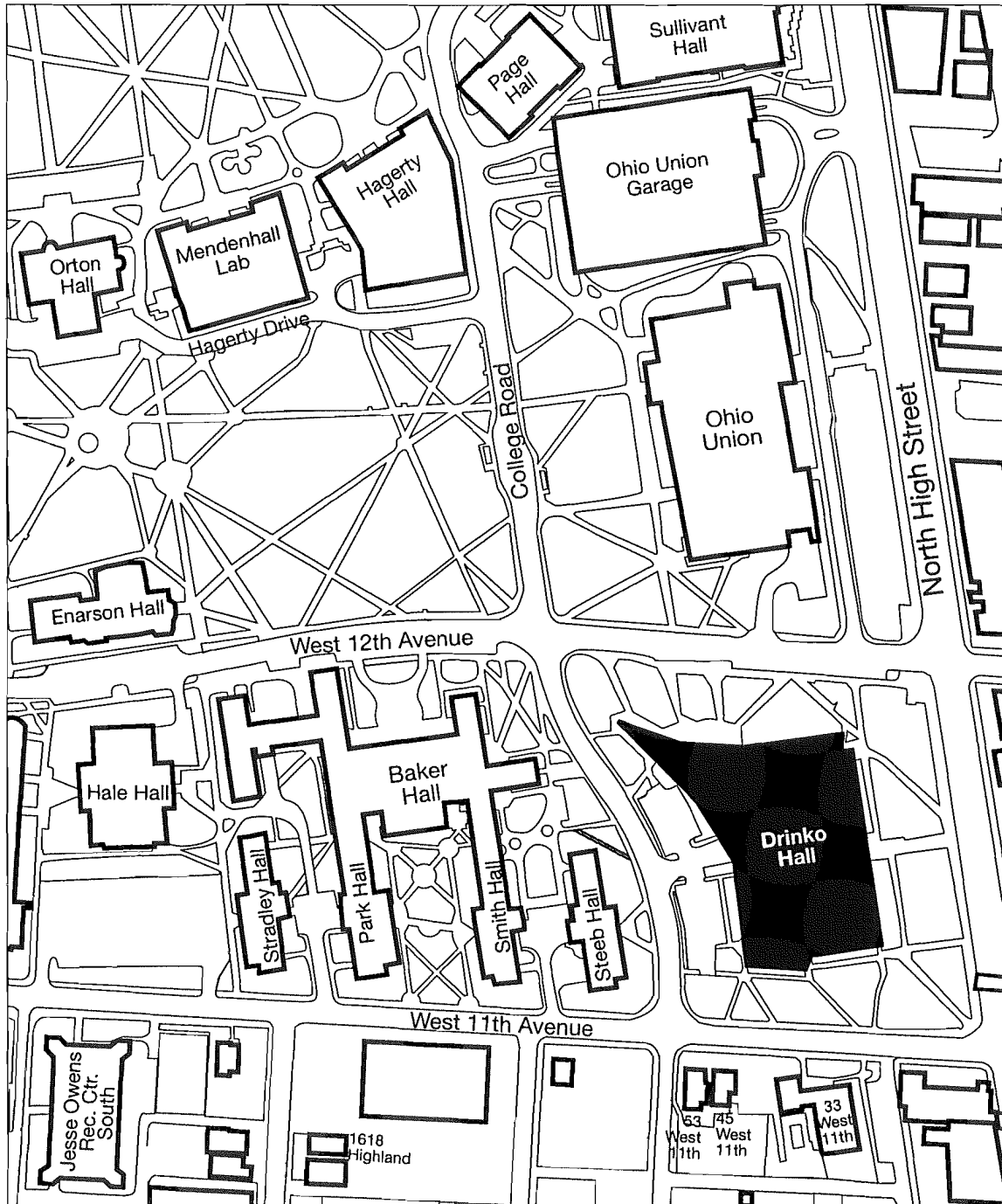
USES:

| | | | | |
|---------------------|----|---------|--|--|
| Construction | \$ | 250,000 | | |
| Contingency | | 19,750 | | |
| Design | | 25,000 | | |
| Univ Administration | | 5,250 | | |
| Total | \$ | 300,000 | | |

COMMENTS:

Formerly known as 50700-R021679

Drinko Hall - Room 249



Office of Business and Finance
Office of Facilities Planning and Development

August 17, 2002

(APPENDIX XVIII)

SALE OF REAL PROPERTY

1375 SOUTH HAMILTON ROAD
COLUMBUS, OHIO

Location and Description

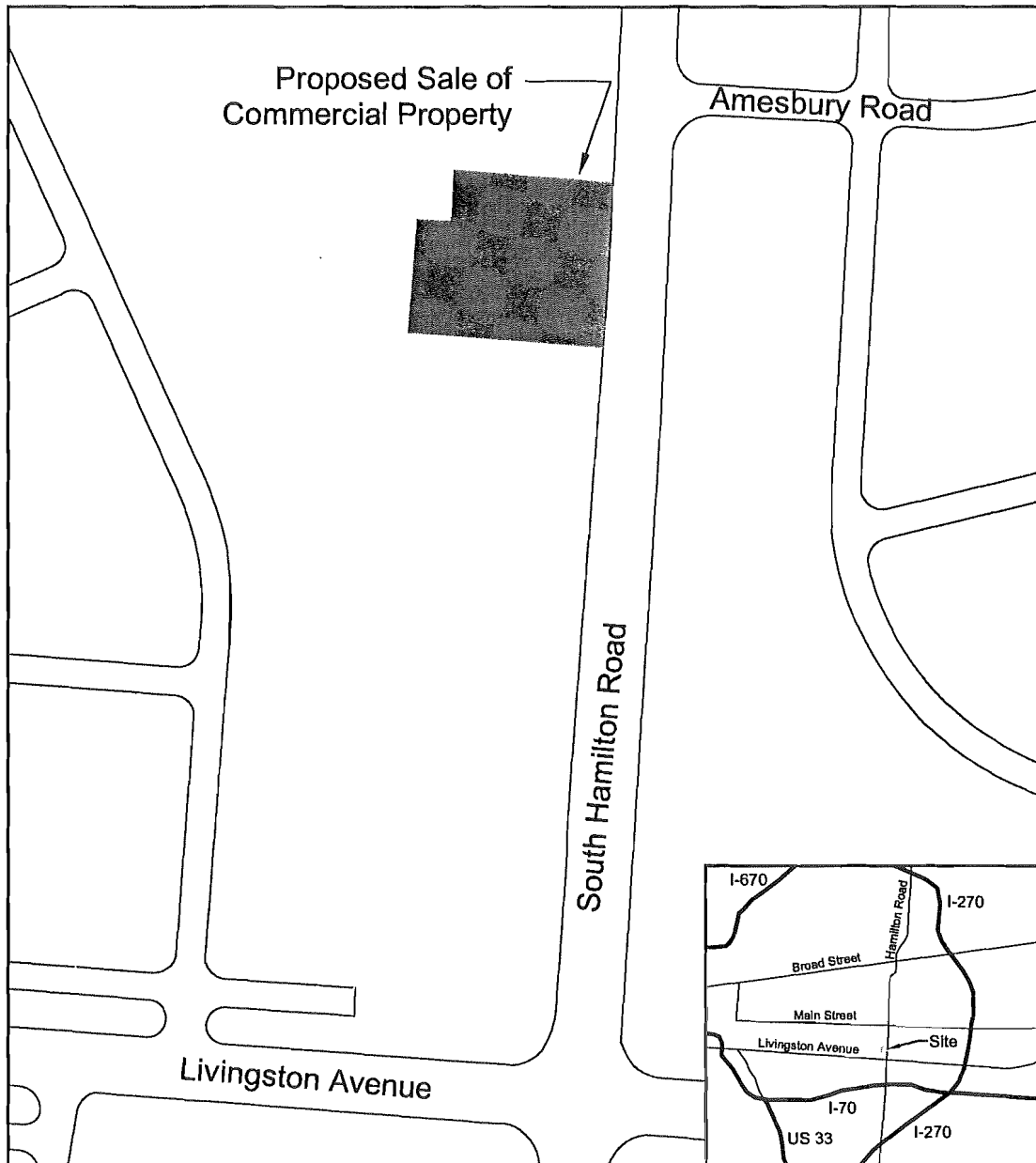
The property to be sold is an undivided one-half interest in a two-story medical building of 12,440 square feet on approximately 0.65 acres located close to the corner of South Hamilton Road and East Livingston Avenue in Columbus, Ohio. The 33-year old building is in poor condition, with significant deferred maintenance. It is occupied by one tenant, who uses approximately 1,900 square feet of office space. The property is titled in the name of the Board of Trustees of The Ohio State University as a part of the University Endowment holdings.

The owner of the other undivided one-half interest, Dr. Martin Robbins, has agreed to sell the property in conjunction with the University. The purchaser is DeMarco, Inc., a private corporation.

Appraisal and Purchase Price

An MAI appraisal conducted by Mollica Appraisal Company in July 2002 valued the property at \$200,000. The purchaser has agreed to purchase the property at a price of \$202,000. The Endowment is liquidating certain of its real estate holdings as a matter of routine review and improvement of its portfolio. Proceeds will be reinvested in the Endowment.

Sale of Commercial Property 1375 South Hamilton Road



No True Scale

Office of Business and Finance
September 6, 2002



Proposed Sale of
Commercial Property

Map Provided by University Engineer's Office

Executive Summary

In June 2001, President William E. Kirwan established a 16-member Presidential Commission on the Regional Campuses and charged it to address a variety of issues relating to mission/governance, admissions/enrollment, students/student services, and faculty and curriculum. This Report addresses selected, broad issues that affect all campuses, and it focuses on a set of recommendations that can be acted upon immediately and then others that need further long-term discussion, analysis, and action. This Report does **not** address issues that are specific to a particular Regional Campus.

General Recommendations

- **clarify and specify why the University has and needs Regional Campuses.**

They provide access to higher education in general, and to The Ohio State University specifically, for Ohio citizens who would otherwise be un-served; they establish a formal geographical presence for the University outside Columbus, in the small cities and the multiple-county regions that each serves; they enhance economic development in their regions of the state; and they strengthen the learning and cultural opportunities within the local community, notably through their outreach and engagement activities.

Action: Office of Academic Affairs/Office of Communication
Timeline: AU/02 and continuing

- **establish, immediately, stronger internal (intra-University) “system” operations than currently exist in many administrative areas.**

The Regional Campuses are an integral part of the University, but now need to begin to function that way more fully in systemic terms.

Action: Office of Academic Affairs
Timeline: AU/02 and continuing

I: Recommendations for Immediate Action

Mission and Governance

- revise the University’s “vision” statement, within the Academic Plan, to: alter the statement to note “on each of our campuses” or “on all campuses” where appropriate; indicate formally that the Regional Campuses will expand the reach of the University’s missions and serve as valuable resources to each region in Ohio, and will offer courses and a select number of degree programs from the University curriculum; indicate

formally that they will provide entry for students who may not otherwise have access to Ohio State, and will prepare them to successfully complete degrees

- revise the By-laws of the Regional Campus Boards of Trustees to introduce a more structured nomination and selection process; better educate and communicate directly and more consistently with local board members; and to seek financial synergies across Regional Campuses rather than only with co-located technical colleges.

Action: Board of Trustees
Timeline: AU/02

- the Executive Vice President and Provost should review the current pattern of interactions between the Vice Provosts and the Regional Campuses and determine how, administratively, coordination will be improved. The result should in no way interfere with the current pattern of the dean/director having direct access to the Provost when needed.

Action: Office of Academic Affairs
Timeline: AU/02

Admissions/Enrollment

All Recommendations

Action: Office of Academic Affairs/Office of Enrollment Services
Timeline: AU/02 and continuing

Application

- Revise the application for admission: ask students to indicate both a first-choice and an alternate choice-campus
- Revise the options letter to Ohio residents denied admission to the Columbus campus. Ohio residents not admissible to the Columbus campus who have indicated an alternate-choice campus will get a letter emphasizing their admission to their alternate choice campus, rather than their inadmissibility to Columbus. Students not admitted to Columbus who do not indicate an alternate campus will receive a letter similar to the current denial/options letter, one that emphasizes enrollment at a Regional Campus as the best option. The wording for this letter will be composed by Undergraduate Admissions in Columbus and approved by Regional Campus colleagues.

Campus Change

- With the exception of students whose high school credentials qualify them for admission to the Columbus campus, students beginning on a Regional Campus/ATI must complete a full year (45 quarter hours) before changing to the Columbus campus.

Future Admissions Policies

- establish principles for future admissions policies: If a Regional Campus cannot accommodate demands for academic resources, then the following priorities should guide admission policies for each Regional Campus: open admission for Ohio residents; if a Regional Campus reaches enrollment capacity then increased selective admissions criteria should be used for non-residents, and all interested Ohio residents should be admitted using open admissions criteria.

Advising

- Advising should continue to be University-focused. The advising system at present seems to be functioning well. Efforts should be made to ensure that the advising on which campus to attend continues to put the needs of the student before the needs of the particular campus.
- efforts should be made to follow-up, in a more systematic way, with students who have moved to Columbus, to gather information on the adjustment process. That information should then be used to help future students with the transition.

Marketing and Recruiting

- develop recruitment messages relating to the special nature of the Regional Campuses. Undergraduate Admissions and First Year Experience should use these messages in collaboration with University Marketing Communications as a guide in producing promotional communications about the University and its Regional Campuses.

Enrollment Projections

- As these five growth opportunities evolve simultaneously, a sophisticated Regional Campus enrollment projection process must be developed and implemented as soon as possible, to include: projections for demand from all regions of Ohio for increased residential and student life opportunities; demand for new four-year degree programs; demand for satellite operations and distance education opportunities; and for enrollment from applicants not admitted to the Columbus campus.

II: Recommendations for Longer-Term Discussion and Action

Students and Student Services

- the University should adopt the University-owned and managed approach to student housing on the Regional campuses. This approach may take longer and the costs will be higher, but the University has experience in such activity and is attuned to the importance of establishing appropriate academic housing needs.

Action: Regional Campuses, Office of Academic Affairs; Office of Business and Finance; Office of Student Affairs

Timeline: AU02 and continuing

- the University adopt the Collaboration Model for student services on the Regional Campuses and that an Action Plan that addresses funding, space and facilities, and implications of co-location be drafted as soon as possible.

Action: Regional Campuses, Office of Academic Affairs, Office of Student Affairs

Timeline: AU/02 – SP/03

Faculty and Curriculum

- the University should adhere to the “one University” model for faculty and curriculum and should continue to work toward its achievement. It is important to note that this model does not require that all of the campuses be identical in all respects. This would neither be possible nor desirable. But, it does require that a core set of criteria and standards be defined, and that a “range of comparability” across campuses with respect to standards and criteria be identified.
- the University should explore, immediately, in more detail, approaches adopted by other universities, to determine if they could provide creative alternatives to some of the issues that need to be addressed in the “one University” model.

Action: Regional Campuses, Office of Academic Affairs

Timeline: AU/02 and continuing

- The Regional Campuses and the Office of Academic Affairs should now determine the feasibility of: expanding the number of bachelor degree programs currently only offered in Columbus, to the Regional Campuses; developing new degree programs that address the unique needs/features of the Regional Campuses and are specific to the Regional Campuses; developing specific degree programs on specific campuses and sharing them among all campuses.

Use of distance learning and other technologies to make a wider variety of majors available to Regional Campus students should be an important consideration in programmatic expansion.

- the Regional Campuses and the Office of Academic Affairs should also assess whether Regional Campuses should offer certificate programs, and analyze the status of its associate degrees programs.

Action: Office of Academic Affairs; Regional Campuses
Timeline: AU/02 and continuing

Co-Location

- the University administration should begin to monitor more closely issues that are related to co-location and determine their effect on Regional Campus planning.

Action: Board of Trustees; Office of the President; Office of Academic Affairs
Timeline: AU/02 and Continuing

Presidential Commission on the Regional Campuses

Final Report

August 2002

Commission Membership

Bobby D. Moser, Vice President for Agricultural Administration and University Outreach, and Commission Chair

Leslie A. Beyer-Hermesen, Assistant Dean, OSU-Marion

Professor Graeme M. Boone, School of Music, College of the Arts

Thomas A. Brannon, Chair, Board of Trustees, Newark

Professor Terri D. Fisher, OSU-Mansfield (Psychology)

Robert Gold, Dean, College of Mathematical and Physical Sciences

Professor John M. Hellmann, OSU-Lima (English)

Karen L. Hendricks, Board of Trustees

James J. Mager, Associate Vice President, Enrollment Services

James F. Patterson, Chair, Board of Trustees

Professor Richard E. Petty, Chair, Department of Psychology

John O. Riedl, Dean/Director, OSU-Mansfield, Coordinating Dean, Regional Campuses

Shellie R. Shirk, Undergraduate Student, OSU-Marion

W. Randy Smith, Vice Provost, Office of Academic Affairs

Professor R. Vladimir Steffel, OSU-Marion (History)

Professor Matthew B. Stenzel, OSU-Newark (Mathematics)

Diane S. Whitbeck, Associate Vice President, Housing and Student Services

Executive Summary

In June 2001, President William E. Kirwan established a 16-member Presidential Commission on the Regional Campuses and charged it to address a variety of issues relating to mission/governance, admissions/enrollment, students/student services, and faculty and curriculum. This Report addresses selected, broad issues that affect all campuses, and it focuses on a set of recommendations that can be acted upon immediately and then others that need further long-term discussion, analysis, and action. This report does **not** address issues that are specific to a particular Regional Campus.

General Recommendations

- **clarify and specify why the University has and needs Regional Campuses.**

They provide access to higher education in general, and to The Ohio State University specifically, for Ohio citizens who would otherwise be un-served; they establish a formal geographical presence for the University outside Columbus, in the small cities and the multiple-county regions that each serves; they enhance economic development in their regions of the state; and they strengthen the learning and cultural opportunities within the local community, notably through their outreach and engagement activities.

- **establish, immediately, stronger internal (intra-University) “system” operations than currently exist in many administrative areas.**

The Regional Campuses are an integral part of the University, but now need to begin to function that way more fully in systemic terms.

I: Recommendations for Immediate Action

Mission and Governance

- revise the University’s “vision” statement, within the Academic Plan, to: alter the statement to note “on each of our campuses” or “on all campuses” where appropriate; indicate formally that the Regional Campuses will expand the reach of the University’s missions and serve as valuable resources to each region in Ohio, and will offer courses and a select number of degree programs from the University curriculum; - indicate formally that they will provide entry for students who may not otherwise have access to the University, and will prepare them to successfully complete degrees (Appendix I).
- revise the By-laws of the Regional Campus Boards of Trustees to introduce a more structured nomination and selection process; better

educate and communicate directly and more consistently with local board members; and to seek financial synergies across Regional Campuses rather than only with co-located technical colleges (Appendix II).

- the Executive Vice President and Provost should review the current pattern of interactions between the Vice Provosts and the Regional Campuses and determine how, administratively, coordination will be improved. The result should in no way interfere with the current pattern of the dean/director having direct access to the Provost when needed.

Admissions/Enrollment

Application

- Revise the application for admission: ask students to indicate both a first-choice and an alternate choice-campus
- Revise the options letter to Ohio residents denied admission to the Columbus campus. Ohio residents not admissible to the Columbus campus who have indicated an alternate-choice campus will get a letter emphasizing their admission to their alternate choice campus, rather than their inadmissibility to Columbus. Students not admitted to Columbus who do not indicate an alternate campus will receive a letter similar to the current denial/options letter, one that emphasizes enrollment at a Regional Campus as the best option. The wording for this letter will be composed by Undergraduate Admissions in Columbus and approved by Regional Campus colleagues.

Campus Change

- with the exception of students whose high school credentials qualify them for admission to the Columbus campus, students beginning on a Regional Campus/Agricultural Technical Institute (ATI) must complete a full year (45 quarter hours) before changing to the Columbus campus.

Future Admissions Policies

- establish principles for future admissions policies: if a Regional Campus cannot accommodate demands for academic resources, then the following priorities should guide admission policies for each regional campus: open admission for Ohio residents; if a Regional Campus reaches enrollment capacity, then increased selective admissions criteria should be used for non-residents, and all interested Ohio residents should be admitted using open admission criteria.

Advising

- Advising should continue to be University-focused. The advising system at present seems to be functioning well. Efforts should be made to ensure that the advising on which campus to attend continues to put the needs of the student before the needs of the particular campus.
- efforts should be made to follow-up, in a more systematic way, with students who have moved to Columbus, to gather information on the adjustment process. That information should then be used to help future students with the transition.

Marketing and Recruiting

- develop recruitment messages relating to the special nature of the Regional Campuses. Undergraduate Admissions and First Year Experience should use these messages in collaboration with University Marketing Communications as a guide in producing promotional communications about the University and its Regional Campuses.

Enrollment Projections

- As these five growth opportunities evolve simultaneously, a sophisticated Regional Campus enrollment projection process must be developed and implemented as soon as possible, to include: projections for demand from all regions of Ohio for increased residential and student life opportunities; demand for new four-year degree programs; demand for satellite operations and distance education opportunities; and for enrollment from applicants not admitted to the Columbus campus.

II: Recommendations for Longer-Term Discussion and Action

Students and Student Services

- the University should adopt the University-owned and managed approach to student housing on the Regional Campuses. This approach may take longer and the costs will be higher, but the University has experience in such activity and is attuned to the importance of establishing appropriate academic housing needs.

- the University should adopt the Collaboration Model for student services on the Regional Campuses and an Action Plan that addresses funding, space and facilities, and implications of co-location, be drafted as soon as possible.

Faculty and Curriculum

- the University should adhere to the “one University” model for faculty and curriculum and should continue to work toward its achievement. It is important to note that this model does not require that all of the campuses be identical in all respects. This would neither be possible nor desirable. But, it does require that a core set of criteria and standards be defined, and that a “range of comparability” across campuses with respect to standards and criteria be identified.
- the University should explore, immediately, in more detail, the approaches adopted at other universities, to determine if they could provide creative alternatives to some of the issues that need to be addressed in the “one University” model.
- The Regional Campuses and the Office of Academic Affairs should now determine the feasibility of: expanding the number of bachelor degree programs currently only offered in Columbus, to the Regional Campuses; developing new degree programs that address the unique needs/features of the Regional Campuses and are specific to the Regional Campuses; developing specific degree programs on specific campuses and sharing them among all campuses.

Use of distance learning and other technologies to make a wider variety of majors available to Regional Campus students should be an important consideration in programmatic expansion.

- the Regional Campuses and the Office of Academic Affairs should also assess whether Regional Campuses should offer certificate programs, and analyze the status of associate degree programs.

Co-Location

- the University administration should begin to monitor more closely issues that are related to co-location and determine their effects on Regional Campus planning.

Presidential Commission on the Regional Campuses
Final Report
August 2002

I: Introduction

The Ohio State University has four “regional campuses” (Faculty Rule 3335-1-05 (I)) located in Lima, Mansfield, Marion and Newark, Ohio. Since their establishment four decades ago, individually and collectively they have developed a distinctive niche within the University’s organizational and academic structure.

Although the mission of these campuses has been continuously evolving, today they are at an important stage of their development. More than ever before it is necessary to provide a more formal plan for their future. These campuses will always need to continue to respond to the changing needs of their local communities. However at least two other contextual issues now need to be confronted.

First, and most importantly, where do they “fit” within the academic planning processes underway within the University, particularly with the adoption of the Academic Plan (2000)? The Plan includes a strategy to “enhance and better serve the student body”, and specifies the goal to “within the next three years, make admission to Ohio State selective throughout the year for new freshmen and for transfer students”. When implemented for the Columbus campus, this action will have impacts on the Regional Campuses. They will remain “open admission”, but the characteristics and needs of their students will begin to change. We must now identify and address the issues that emerge as these changes take place.

Second, and simultaneously, how must the mission of the Regional Campuses align with the changing higher education landscape at the State level, particularly the changing nature of the entire two-year sector, the growing attention to issues of transfer and articulation, and the increased use of distance/distributed learning?

Over the past decade, the entire higher education system itself in Ohio has been changing. With a growing emphasis on “access”, there has occurred “mission revision” at all levels of the network of universities and community and technical colleges. For example, technical colleges have added general liberal arts courses to their technical curricula, and some have converted to community colleges. At the same time, detailed transfer and articulation agreements and “transfer modules” have been developed for each of the universities, and community and technical colleges. The goal is to make “transfer” easier for more students. These situations result in changing working relationships between and among institutions – something of particular importance to The Ohio State University, given that all four of our Regional Campuses are co-located with a technical college.

Moreover, the past decade has seen the growing acceptance and use of distance/distributed learning. Courses and programs need not be offered on site. This

changes the relationships of what and how courses and programs can be offered, not only between the Columbus Campus and the Regional Campuses, but also among the Regional Campuses, and between and among other universities and our co-located campuses. This represents a new instructional environment that can shape what courses and programs we offer on our Regional Campuses.

An important new era in the development of our Regional Campuses has begun. We need to plan for it.

II: The Charge to the Commission

Given these considerations, early in 2001, the Office of Academic Affairs, working with the administrative leadership of the Regional Campuses, and with input from faculty and staff at each campus, prepared a working paper: The Ohio State University Regional Campuses: Future Development Issues (June 2001) that outlined major issues for further analysis and action.

In June 2001, President William E. Kirwan established a Presidential Commission on the Regional Campuses with the working paper offered as a resource document.

Chaired by Bobby D. Moser, Vice President for Agricultural Administration and University Outreach, the Commission was composed of 16 members: 2 members of the University Board of Trustees; 8 representatives from the Regional Campuses (four faculty members, one student, two administrators, and one Regional Campus Board of Trustee member); and 6 representatives from the Columbus campus, (a Dean, a department chair, and four senior administrators who have responsibility for an area that relates to the Regional Campuses).

The President charged the Commission to address the following questions:

- How well is the current admissions process at the regional campuses integrated with the process on the main campus? Would the University be better served with a single multi-campus admission process?
- How well does the articulation process between the regional campuses and the main campus work? What steps if any need to be taken to improve the process?
- Are the roles and functions of the boards of the regional campuses sufficiently well defined? Are changes in those roles needed? Is communication between the regional boards, university administration, and the Board of Trustees adequate?
- What role should the regional campuses play in offering four year degrees?
- Are the regional campuses and the main campus making appropriate use of distance education in serving the needs of the regional campus students?

- Are the residential and extracurricular needs of the students at the regional campuses being adequately met?
- What issues will need to be of concern to faculty if the mission of the regional campus changes in any way?
- Given the different missions of the regional campuses and the growing difference in tuition levels between the Columbus campus and the regional campuses, what is the appropriate balance between consistency with Columbus campus financial guidelines and flexibility to address individual campus needs?

The Commission held 19 meetings over 12 months. A video-conference approach to full Commission meetings was adopted. It:

- reviewed the Academic Plan; the “working paper” prepared for the Commission’s use; the 1997 University Accreditation Report; the 1996 Regional Campus Functional Mission Statements; and other documents.
- organized its work through four Subcommittees. Each gathered and analyzed relevant information for its tasks and held separate meetings. The Subcommittees, and their membership, were:

Mission/Governance (**Karen Hendricks, Chair**, Thomas Brannon, John Hellmann, and John Riedl)

Admissions/Enrollment (**James Mager, Chair**, Terri Fisher, James Patterson, and W. Randy Smith)

Students/Student Services (**Diane Whitbeck, Chair**, Robert Gold, R. Vladimir Steffel, and Shellie Shirk)

Faculty/Curriculum (**Richard Petty, Chair**, Leslie Beyer-Hermesen, Graeme Boone, Matthew Stenzel, and W. Randy Smith)

- interviewed Vice Provosts for Regional Campuses at the Pennsylvania State University and the University of South Carolina.
- held site visits at each Regional Campus (November 1 and 8, 2001) with 4-6 Commission members present at each visit
- met with Dr. Garrison Walters, Vice Chancellor, Ohio Board of Regents
- through the Mission/Governance Subcommittee, met with the Presidents of three of the Co-located Technical Colleges (Central Ohio Technical College; Lima Technical College; North Central State College).
- met with the University Staff Advisory Committee.

- met, as a group, with the President of the Newark Campus, Dr. Anne Cairns Federlein, and the Regional Campus Deans/Directors, Dr. F. Dominic Dottavio – Marion; Dr. Violet O. Meek – Lima; and Dr. John O. Riedl – Mansfield.
- met, as a group, with the five Deans of the Colleges of the Arts and Sciences (Karen A. Bell, Dean, College of the Arts; Robert Gold, Dean, College of Mathematical and Physical Sciences; Richard W. Hall, Interim Dean, College of Biological Sciences; Michael J. Hogan, Dean, College of Humanities, and Executive Dean, Colleges of the Arts and Sciences; and Randall B. Ripley, Dean, College of Social and Behavioral Sciences); and with Professor Evelyn B. Freeman, Director, School of Teaching and Learning, College of Education

As the work of the Commission neared completion, an overview of the recommendations was presented by Vice President Moser and other members of the Commission:

- on each Regional Campus (Marion: May 20, 2002; Lima: May 21, 2002; Newark: May 28, 2002; and Mansfield: May 30, 2002).
- to the University President's Planning Cabinet: June 5, 2002
- to the University Senate: June 5, 2002
- to The Ohio State University Board of Trustees: June 7, 2002

The remainder of this Report is presented in two major sections: an overview of the basic characteristics of the Regional Campuses today – the base on which planning must build; and the analyses and recommendations associated with the work of each of the Commission's Subcommittees.

III: The Regional Campuses Today: An Overview

Development

The Ohio State University's four Regional Campuses were established in the late 1950s. This was an era when there was a growing emphasis, nationally, on the value of higher education; when, in response, the state was creating an expanded set of opportunities for access to higher education throughout Ohio – at new public universities, and community and technical colleges; and when The Ohio State University itself was expecting to experience very dramatic enrollment growth.

Each Regional Campus has had its own unique features of early development, but throughout the decades, **all** have been characterized by two major features: they have provided **access** to higher education for students in their regions – notably direct access to the state's land grant and a leading Research I University; and they have experienced

substantial and continuing support from their local communities. The first classes were offered in borrowed or rented community buildings, but by the 1960s permanent facilities were constructed at each location. The permanent campuses were made available not just through state funding, but also through the generosity of the local communities – the result of private fund-raising efforts and enormous support for the University.

In the 1970s, independently-administered technical colleges were permitted to co-locate on each of the Regional Campuses: Lima (James A. Rhodes State College); Mansfield (North Central State College); Marion (Marion Technical College); and Newark (Central Ohio Technical College). Throughout the 1980s and 1990s, these campuses experienced moderate but sustained growth in students, programs, and facilities, and now they are campuses ranging in size from 180-600 acres. Each has become a source of great local pride to the small city in which it is located.

An important, pervasive feature of the Regional Campuses is that their mission has been continuously evolving to respond to the changing needs of the communities they serve. At the outset, many local citizens believed that although the Regional Campuses began with a two-year mission (as entry points to higher education in the region), they would quickly develop strong four-year undergraduate programs as well. That did not occur as quickly or extensively as expected. However there has been programmatic expansion, first to include four-year degree programs in elementary education, and then during the past decade, to making available all the requirements for some liberal arts and other baccalaureate degrees and a small set of graduate programs. The current high levels of enthusiasm for the University in these communities can be related to the belief that recent mission evolution is fulfilling initial programmatic expectations.

Administration and Funding

Each Regional Campus is funded independently by the state, receiving its share of tuition and state subsidy. Each provides the Columbus campus with funding to offset costs of services that are provided through Columbus. Each campus has its own capital funding and is able to plan and finance capital projects. Each Regional Campus is co-located with a public two-year technical college with which it shares some facilities and has developed a cost-sharing agreement governing the administration of, and payment for, shared services.

Currently the Lima, Mansfield and Marion campuses each has a Dean/Director who serves in five-year terms, who interacts regularly with his/her administrative counterparts on the Columbus campus, and who reports directly to the University's Executive Vice President and Provost. In 1999, the Newark campus established a distinctive administrative structure, with the appointment of a campus President who administers both The Ohio State University Regional Campus and the co-located technical college. An Academic Dean position was established for the University's Regional Campus there. This Dean reports to both the Newark President and the University's Executive Vice President and Provost.

In 1994, The Ohio State University Board of Trustees appointed a Board of Trustees for each Regional Campus to replace the pre-existing Citizen Councils. Each campus now has an eleven-member Board.

Faculty and Staff

Combined these campuses have approximately 150 regular tenure track faculty. Each is a member of a tenure-initiating unit (TIU) - an academic department or school - based on the Columbus campus. The vast majority of the faculty (90%) is from a department or school in one of the 5 Colleges of the Arts and Sciences (Arts; Biological Sciences; Humanities; Mathematical and Physical sciences; Social and Behavioral Sciences). This group can then be subdivided into those who are part of a small (3-5) faculty cluster – as in English or Mathematics – and others who are the sole representative of their discipline on the campus (Music, Geography, Philosophy). The remaining 10% are from the College of Education. The hiring and tenure and promotion processes associated with these faculty are handled through interactions between the Regional Campus(es) and the TIU. Each campus employs approximately an additional 30 or more people, with varying titles, to help with the instructional mission. None holds regular tenure track faculty status.

The faculty teach small classes (24 students on average) and some honors sections are offered. The faculty have University-wide reputations as strong teachers and indeed a disproportionate number of them has received the prestigious Alumni Distinguished Teaching Award. Regular tenure track faculty engage in scholarship in their field, and are expected to be involved in outreach and engagement activities with their local communities. Each campus has some form of local faculty assembly, and each has one elected faculty representative to the University Senate.

Each campus has approximately 60-70 staff members to support the academic mission of the campus. The staff cover the full range of academic and academic support services, including, among others: admissions, advising, business services, computing operations, continuing education, community relations, financial aid, facilities maintenance, libraries, human resources, and marketing/public relations.

Students and Academic Programs

These campuses maintain an “open enrollment” policy for in-state students. Combined, currently they enroll approximately 6000 students, with enrollments ranging, by campus, from 1200-2000. Currently students are drawn heavily from the adjacent counties, but recent data reveal that there are growing numbers of students drawn from metropolitan areas from throughout Ohio, and indeed from other states as well. These campuses have approximately 5% minority populations, a smaller proportion than the Columbus campus but a more accurate reflection of the minority populations from the regions they serve.

Students can earn **Associate of Arts** degrees; get all the courses necessary to complete a **Baccalaureate** degree in English, Education, Psychology, History, and most recently

Business, and can complete the **Master of Arts in Education**, **Master of Education**, and much of the **Master of Social Work** degrees. These students are Ohio State University students and while enrolled, the same academic standards are applied to them as to students in Columbus. Those who complete degree programs on the Regional Campuses must adhere to all standards of an Ohio State University degree. Approximately 35% of Regional Campus undergraduate students move to the Columbus campus, and they must be fully prepared to compete with Columbus students.

The vast majority of these students commutes to the campuses. Mansfield and Newark have housing availability in off-campus, but adjacent, privately-owned and managed apartments. Each can house approximately 120-130 students. Lima and Marion currently do not have this option but recently have begun planning for it.

All Regional Campus students are students of The Ohio State University, and have access to University facilities and services, but each campus provides its own services as well such as advising. Student tuition and fees are approximately \$300-400 less per academic quarter than for Columbus students. The fee differential is partially offset through the state's "access challenge" funds that began in the late 1990s, administered through the Ohio Board of Regents. Financial aid for students is administered by the University's Office of Financial Aid on the same basis as for Columbus students. In addition, each campus has "endowed" and "current funds".

IV. The Future of the Regional Campuses: Issues and Recommendations

In response to its charge, and based on the framework suggested in The Ohio State University Regional Campuses: Future Development Issues (2001), the Commission organized its work, and this Final Report, around five broad topical areas: Mission and Governance; Admissions and Enrollment; Students and Student Services; Faculty and Curriculum; and Co-location with a Technical College. Each is now addressed in turn.

At the outset, however, it should be stressed that this Report does **not** address issues that are specific to a particular Regional Campus. Instead it addresses broad issues that affect all campuses. This approach may actually then help provide a context to address specific campus matters. Moreover, the Report does **not** try to address every broad issue that emerged as a result of the review process. Instead, it focuses on what it considers to be major issues most relevant to either the role of the Regional Campuses in the Academic Plan, and/or their place in the changing higher education landscape of the State, and then presents both immediate and longer-term recommendations for each. The University, through the Office of Academic Affairs, is about to begin (2002-03) a new round of Program Review. In the years ahead, it is likely that each Regional Campus will be reviewed and specific campus issues, or broad issues not analyzed here, can be addressed at that time.

It should also be noted that the charge to the Commission included reference to the Agricultural Technical Institute (ATI) in Wooster, Ohio. The Commission reviewed

information about ATI and concluded that because it has a distinctive programmatic niche within the state, and because administratively it is aligned with a specific college (Food, Agricultural, and Environmental Sciences) within the University, it should not be analyzed as if it were the same as a Regional Campus. It is not. However, it is a separate geographic location of The Ohio State University and is a part of the set of places that makes up the University, therefore reference to ATI is made in some sections of the Report, notably with regard to Admissions and Enrollment.

i) General Recommendations

Two over-arching recommendations are made.

First, Regional Campuses – their roles and characteristics – are not well understood by most members of the total University community. Most academic units in Columbus do not have faculty members at a Regional Campus; students who change from a Regional Campus to Columbus are not identifiable to faculty in any direct way; the number of Regional Campus staff members in any functional area is small and the degree of interaction with counterparts in Columbus varies. If the Regional Campuses are to be an integral part of the University's Academic Plan (2000) then the issue of specifying their importance and relevance needs to be addressed.

The Commission recommends that the University should routinely and regularly:

- **clarify and specify why the University has and needs Regional Campuses.**
 - i) They provide access to higher education in general, and to The Ohio State University specifically, for Ohio citizens who would otherwise be un-served. They represent an alternative to those who are place bound or whose preparation is not yet sufficient for enrollment on the Columbus campus. Indeed with smaller classes and faculty teaching, they create a more intimate (small college) learning environment for those who want and need it.
 - ii) They establish a formal geographical presence for the University outside Columbus, in the small cities and the multiple-county regions that each serves. These campuses broaden the University's political base.
 - iii) They enhance economic development in their regions of the state. That Universities are generators of economic development is well-documented, understood, and appreciated. The very existence of the Regional Campuses as places of employment in these cities, combined with the impacts of the research, teaching, and outreach of the faculty help the University contribute to local economic development.

- iv) They strengthen the learning and cultural opportunities within the local community, notably through their outreach and engagement activities. Whether it is offering presentations at/for students at local schools - along with pre-service and in-service opportunities for teachers; artistic presentations; workforce development programs; or non-credit courses/programs, the Regional Campuses provide opportunities for local residents to engage with the University. The result is that a strong allegiance – in terms of learning and cultural opportunities - between each campus and its community has developed.

More specific recommendations about this issue are offered in the sections on Mission and Governance, and Admissions and Enrollment.

Second, the Regional Campuses are an important part of the University, and indeed for several decades, but especially over the past ten years, we have adopted, in both personnel and curricular matters, the “**one University-many locations**” model. However, it is clear that within that one-University model, there is a high level of variability in the extent to which administrative functions and processes demonstrate formal and strong integration between the Regional Campuses (both individually and collectively) and Columbus.

The Commission recommends that the University:

- **establish, immediately, stronger internal (intra-University) “system” operations than currently exist in many administrative areas.**

Stated simply, the Regional Campuses are an integral part of the University, but now need to begin to function that way more fully in systemic terms. More specific recommendations about this issue are provided throughout this Report.

ii) Mission and Governance

Mission

Over time the University has increasingly linked, in formal ways, the “mission” of the Regional Campuses to the University’s mission overall. In 1987, when the University was re-accredited by the North Central Association of Colleges and Schools (NCA), for the first time the Regional Campuses were not reviewed and re-accredited separately. They were part of a full University review. That practice continued in the 1997 re-accreditation. In 1996, the Ohio Board of Regents sought, received, and approved, a separate Functional Mission Statement for the University’s Regional Campuses, but the document made it clear that these campuses were a part of the University, playing selected special roles – notably access.

However, the Academic Plan (2000) does not make specific reference to the Regional Campuses. They are included indirectly as they relate to enrollment planning at Columbus, in that they will remain “open admissions” as the Columbus campus becomes more selective. This could have an impact on the number of students applying to Regional Campuses, their level of preparedness, and their geographic origins. More broadly, given that faculty are linked formally to a Columbus campus tenure initiating unit (TIU), and they offer a University curriculum to students who are University students, then the Regional Campuses have a direct link to virtually all parts of the Academic Plan.

Given these considerations, the Commission affirms that **the Regional Campuses are a part of The Ohio State University and, as such, share the vision, purpose, core values, and future goals of the University’s strategic plan.**

The Commission recommends that the University:

- **revise the University’s “vision” statement, within the Academic Plan, to:**
 - **alter the statement to note “on each of our campuses” or “on all campuses” where appropriate**
 - **indicate formally that the Regional Campuses will expand the reach of the University’s missions and serve as valuable resources to each region in Ohio, and will offer courses and a select number of degree programs from the University curriculum.**
 - **indicate formally that they will provide entry for students who may not otherwise have access to the University, and will prepare them to successfully complete degrees**

A “draft” suggested revised Vision Statement to address these points is attached as Appendix I.

Governance

Although the Regional Campuses are often viewed as a “collective” and at times function that way, the fact is that they have evolved independently since their establishment four decades ago. Differences in local influence, leadership at the campus of both Ohio State and the co-located technical college, legislative support for the region, and the level of involvement from Columbus campus administration, have all resulted in the unique history, varied values, and distinct struggles that make each campus what it is today. In some cases, personalities and conflicts have shaped governance practices and

administrative structure. In other cases, Board leadership with strong local influence, or Columbus influence, has molded the structure and direction of the campus.

Today governance differences exist across the campuses. They shape the values and priorities of these institutions influencing everything from leadership selection, the extent of collaboration with co-located technical colleges, financial management, scholarly emphasis, marketing, student perception, and the relationship with Columbus administration and faculty.

The governance model at OSU-Newark is particularly distinctive and deserves comment. Unlike Lima, Mansfield, and Marion, where there is a Dean/Director for the University campus, the President of the Newark Campus has oversight for both the co-located technical college - Central Ohio Technical College (COTC) – and the Ohio State Regional Campus. She is responsible to two independent Boards of Trustees. Her performance is assessed by the COTC Board and she is paid by COTC (with a portion of that expense allocated to Ohio State). In addition the Newark Campus has established the distinctive position of Academic Dean, someone who reports to both the Newark campus President and the University's Executive Vice President and Provost. This issue of variation in governance is addressed more fully in the section of this Report on Co-Location.

Each Regional Campus has a Board of Trustees composed of nine citizens from the region, one student member, and one member from the University Board of Trustees. These Boards, in effect, are accountable to The Ohio State University Board of Trustees that has ultimate responsibility for the Regional Campuses. This should not, however, be construed to diminish the importance of the day-to-day governance role the Regional Campus Boards assume. They are the experts on local governance and oversee the details in Regional Campus budget setting, capital expenditures, and they anticipate and address unmet needs in the local region.

All campuses operate from a common set of by-laws for Regional Campus Boards of Trustees. However the Commission believes that more specificity is needed regarding regional board authority/delegation. Indeed the University is completing its first set of three 3-year cycles of Regional Campus Trustee appointments and it is an appropriate time to review the process.

The Commission recommends that the University:

- **revise the By-laws of the Regional Campus Boards of Trustees to introduce a more structured nomination and selection process; better educate and communicate directly and more consistently with local board members; and to seek financial synergies across Regional Campuses rather than only with co-located technical colleges.**

Specifically:

- i) **provide annual local board member orientation and education sessions (1 ½ or 2 day) through the Board of Trustees Office**
- ii) **provide ongoing written communication to local board members about Ohio State.**
- iii) **standardize the nomination process and define the selection criteria with final agreement through the University Board.**
- iv) **Define committees, committee purpose, and officer selection process for consistency and quality across campuses.**
- v) **make specific the role and responsibilities of the Regional Campus trustees.**
- vi) **look for synergies across Regional Campuses – for example in marketing and course sharing.**
- vii) **improve student services on Regional Campuses, including increased advice from and connection to the Columbus campus.**
- viii) **establish an ongoing committee of the University Board composed of the Board representative for each regional campus.**

A “draft” proposed set of by-laws is provided as Appendix II and might be helpful to the further discussion of this issue.

Functioning in Systemic Terms

If we are to operate as one University, then attention needs to be given to the functional relationships between the Columbus campus and the four Regional Campuses. The extent to which there are true “systemic” operations varies.

In faculty hiring, and promotion and tenure procedures, the concept of a “system” generally works well. Formal processes and routine interaction between the TIU in Columbus and the faculty members and the Dean/Director and/or President at the Regional Campus have been established. For many other areas, improvement in systemic functioning is needed.

Included are:

- the inter-related areas associated with undergraduate services (admissions/advising/financial aid). Issues related to communication between Columbus and the Regional Campuses, and centralized versus decentralized decision-making exist and need to be addressed.
- student affairs. With the growing emphasis on Regional Campus housing and the need for additional activities for all students, an increased pattern of interaction with the Office of Student Affairs in Columbus needs to begin. This Office has substantial, successful experience with such matters and can be of help to these campuses.

- business and legal affairs. The growth of these campuses themselves and the changing landscape for higher education overall, have meant that each is involved in a growing set of space and facilities planning activities. Each has a draft Master Plan. As they plan for new buildings/facilities on site, seek expansion to off-site facilities/locations, or develop new working relationships with the co-located technical college, a complex set of business and legal matters emerges. University procedures/processes need to be followed. The relevant administrative offices in Columbus need to be involved.

If the concept of systemic functioning is to occur, then these types of activities should not be carried out in piecemeal fashion. There needs to be some level of central co-ordination. Today no one person in Columbus has overall coordination responsibilities. Instead, several Vice Provosts in the Office of Academic Affairs have specific functional (personnel, curriculum) responsibilities for these campuses. Indeed, in that regard, the level of attention that Regional Campuses get is actually higher than it has been in more than a decade. However, at times, this approach can delay responses/actions in routine matters if they do not align directly with one of the Vice Provost's functional areas.

The Commission recommends that:

- **the Executive Vice President and Provost should review the current pattern of interactions between the Vice Provosts and the Regional Campuses and determine how, administratively, coordination will be improved. The result should in no way interfere with the current pattern of the dean/director having direct access to the Provost when needed.**

iii) Admissions/Enrollment

As the Academic Plan is implemented and the Regional Campuses maintain open admissions, it is likely that these campuses will experience modest enrollment growth, and will begin to attract more students from throughout Ohio and beyond. If the goal is to enhance system-wide functioning, then six major issues with regard to admissions and enrollment need to be addressed. Each has been a topic of considerable discussion in recent years and needs immediate attention.

Application

The current application process to The Ohio State University does not give students a set of choices from which to select. This has led to the awkward situation where some students receive a letter indicating that they cannot be admitted to the Columbus campus, but emphasizes enrollment at a Regional Campus as the best option.

The Commission recommends that the University:

- **Revise the application for admission: ask students to indicate both a first-choice and an alternate choice-campus**

Beginning with the incoming class in 2003, students applying for undergraduate admission will have the option of indicating an alternate choice campus in addition to first choice. Appropriate messages will be developed and incorporated in application materials, other recruitment publications and brochures, web pages, and recruitment presentations to accurately depict the residential and student life scenarios on each campus. Print materials alone could not provide sufficient detail, and must provide references to detailed web content.

Note: “Alternate choice” is the wording used on The Pennsylvania State University application materials and has greater appeal than “second choice.” (see: <http://www.psu.edu/dept/admissions/apply/AppForm.pdf> The “campus choice” information is on page 5 of 8.)

- **Revise the options letter to Ohio residents denied admission to the Columbus campus**

Upon adopting the process described in the above recommendation, Ohio residents not admissible to the Columbus campus who have indicated an alternate-choice campus will get a letter emphasizing their admission to their alternate choice campus, rather than their inadmissibility to Columbus. Students not admitted to Columbus who do not indicate an alternate campus will receive a letter similar to the current denial/options letter, one that emphasizes enrollment at a Regional Campus as the best option. The wording for this letter will be composed by Undergraduate Admissions in Columbus and approved by Regional Campus colleagues.

Campus Change

Current “campus change” policy indicates that students are eligible to change from a Regional Campus/ATI upon earning 30 quarter hours with a 2.0 GPA. Students may change to the Columbus campus in the Spring regardless of hours completed or GPA. Students denied admission for Autumn Quarter, Columbus campus and offered Winter (on the Columbus campus) may change to Columbus in the Winter Quarter. Regional Campus students who meet the freshman Columbus campus admission criteria for Autumn Quarter may change campuses at any time.

The admission criteria for transferring from other institutions are more stringent. Students are eligible to transfer to Ohio State upon earning 45 quarter hours with a 2.0. The Spring and Winter quarter options described above do not apply to extra-university transfers.

Transfer students who meet the freshman Columbus campus admission criteria for Autumn Quarter may transfer at any time.

Research data indicate that students who are not admissible to the Columbus campus, and who earn 45 hours or more on a regional campus are more likely to graduate than are students who change to the Columbus campus earlier.

The Commission recommends that:

- **With the exception of students whose high school credentials qualify them for admission to the Columbus campus, students beginning on a Regional Campus/ATI must complete a full year (45 quarter hours) before changing to the Columbus campus.**

This will ensure the best possible preparation for campus changers. This recommendation is made with the understanding that many students currently perceive the present campus change policy to be a benefit of Regional Campus enrollment. However, enrollment data proves that the educational benefits of spending a full year on a regional campus far outweigh the seeming convenience of a premature campus change.

Future Admissions Policies

The Regional Campuses have open admission policies for Ohio applicants and competitive admission policies for non-residents. Non-residents applying to Regional Campuses are considered under less selective admissions standards than are non-residents applying to the Columbus campus. If, as expected, enrollments grow at these campuses, then we need to be prepared to adjust our admission policies accordingly.

The Commission recommends that the University:

- **establish principles for future admissions policies: If a Regional Campus cannot accommodate demands for academic resources, then the following priorities should guide admission policies for each regional campus.**
 - i) **Open admission for Ohio residents.**
 - ii) **If a Regional Campus reaches enrollment capacity, then increased selective admissions criteria should be used for non-residents, and all interested Ohio residents should be admitted using open admissions criteria.**

Advising

Once enrolled at a Regional Campus, students have a variety of options for courses and programs and need to work with advisers for both short-term and long-term programmatic planning. Information gathered from academic advisors at the four Regional Campuses reveals that there are very distinct groups of students.

- Students who were denied admission to the Columbus campus and want to get there as soon as possible, and students who for family or financial reasons needed to start at the Regional Campus but do not want to stay any longer than they need to do.
- Students who plan to stay for at least two years or even longer, but need to go to Columbus eventually.
- Students who intend to stay as long as it takes to complete a degree.
- Students who were originally in one of the first two categories and then decided to stay at the Regional Campus longer.
- Students who have transferred from other campuses or who originally started at the Regional Campus and have returned after attending a larger campus for a while.

Each of these groups of students has somewhat different advising needs. Most students usually make the decision on their own whether and when to switch to the Columbus campus. They typically use the academic advisors to facilitate the change, not to help with the decision. An exception to this seems to be the students who are undecided as to their major. They seem often to be undecided as to what campus to attend as well.

The advisors seem to have consistent ways of advising students as a function of the student's major, academic ability, and circumstances. The advisors seem to always put student's educational goals and personal situation at the forefront. For certain majors, students are urged to change to the Columbus campus as soon as possible. This is because some majors require sequenced courses that are not offered at the Regional Campuses and are in the student's best interest to take early in the major. For other majors, there is no such urgency. Many of the advisors indicated that they encourage stronger students to change to Columbus sooner than weaker students who might benefit more from the Regional Campus environment.

Some advisors indicate to students that when an identical course is offered in Columbus and at the Regional Campus, the Regional Campus is usually the better choice due to class size, access to faculty, and more convenient services. When proceeding through a sequence, particularly in the major, a break of even one quarter is to be avoided if at all possible. If the student has failed or missed a course in a once-a-year sequence at the Regional Campus, the student is advised to continue the sequence in Columbus. Some particularly strong students are sometimes advised to go to Columbus even if they could get their degree at a Regional Campus. Some students are advised to pursue their education at the co-located technical college.

Regional Campuses offer substantial support to students who wish to change campuses. A procedural checklist is provided to students. Representatives from the various

University colleges attend a Fair on the Regional Campuses. There is a campus change day at the Regional Campuses for students who intend to make the switch. Students are sent to Columbus for a campus tour and for orientation.

The academic advisors appear to have no vested interest as to which campus the students attend. There does not seem to be pressure placed on students to remain at the regional campuses, regardless of their intended major.

The Commission recommends that:

- **Advising should continue to be University-focused. The advising system at present seems to be functioning well. Efforts should be made to ensure that the advising on which campus to attend continues to put the needs of the student before the needs of the particular campus.**

There is, however, for students who change to Columbus, no follow-up after they arrive at the Columbus campus. A more detailed analysis of issues (both academic and academic support) relating to the transition would be helpful, notably to share with students who will be changing campuses.

The Commission recommends that:

- **efforts should be made to follow-up, in a more systematic way, with students who have moved to Columbus, to gather information on the adjustment process. That information should then be used to help future students with the transition.**

Marketing and Recruiting

There is not a fully developed, consistent message in marketing/recruiting efforts relating to the Regional Campuses: their nature, their role as part of the University. This issue needs to be addressed immediately. Each Regional Campus offers distinct advantages, including: (1) a student-friendly environment rich with opportunities for dialogue and relationship-building between students, faculty, and staff; (2) tremendous access in the form of evening and weekend opportunities, child-care resources, lower costs; (3) a close-knit environment in which students, faculty, and staff are truly invested in their community; (4) a rich diversity of ages and experiences. Messages and recruiters must not draw negative comparisons between campuses when describing the positives of any campus, but should instead promote the strengths of all campuses.

The Commission recommends that the University:

- **develop recruitment messages relating to the special nature of the Regional Campuses. Undergraduate Admissions and First Year Experience should use these messages in collaboration with University Marketing Communications**

as a guide in producing promotional communications about the university and its Regional Campuses.

Marketing messages will evolve as academic, residential, and co-curricular opportunities on Regional Campuses and satellite locations develop. Specifically, beginning with the recruitment of the incoming Class of 2003

- A description of all the university's campuses should become standard in all comprehensive recruitment presentations.
- Publications and other marketing communications should refer to "all campuses" when describing features or opportunities common to all campuses.
- References to university opportunities for working nontraditional students should increasingly cite Regional Campus opportunities.

There are three contexts for delivering Regional Campus messages:

1. when discussing the university overall.
2. when discussing the Regional Campuses and ATI as a group
3. when discussing specific features of individual campuses.

The University needs to develop, immediately, appropriate messages for the first two contexts. Development of messages for the third context would appropriately occur on each campus. The University-wide messages should be among a set of 10-12 marketing messages composed to guide all recruitment communications pieces and presentations. Ideally, as the Regional Campuses continue to develop, there will be fewer distinct messages about the Columbus campus and the Regional Campuses, and more messages about **Ohio State as one University with many locations.**

The Pennsylvania State University's web page could serve as a good model for The Ohio State University. It features a "getting to know your campus" link that provides a possible future direction for the general promotion of Ohio State's campuses — the page treats all campuses equally and provides a graphical "jumping-off" place from which browsers can visit each campus web site. (See: <http://www.psu.edu/dept/admissions/campuses/index.htm>.)

Enrollment Projections

In 1994, the Columbus campus submitted a Functional Mission statement to the Ohio Board of Regents. An important element of it was the goal to improve its undergraduate student academic profile. At that time, the University's retention rates and graduation rates were the lowest among Council on Institutional Cooperation (CIC) – Big 10 plus the University of Chicago - institutions. The mission statement proposed developing and pursuing a plan that would place Ohio State's student profile in the upper half among CIC institutions. After this mission statement was approved, a seven-year plan was

developed to meet these goals.

As Columbus campus admission criteria were increased, more students were referred to the Regional Campuses and to ATI. By 2000-2001, more than 540 students who applied but were not admitted to the Columbus campus chose to begin their Ohio State education at one of these campuses.

As we come to the end of the seven-year plan, there will be considerably less growth in the number of applicants not admitted to the Columbus campus compared to the growth experienced in the last six years.

Although we expect little growth in the numbers of applicants not admitted to the Columbus campus, we can expect continued growth in enrollment at the Regional Campus among such applicants for the following reasons:

- a. Improved marketing recruitment messages about regional campus opportunities (see above)
- b. Improved application/admissions procedures (see above)
- c. Development of residential and student life opportunities (recommended below)
- d. Increased number of four-year degree programs at regional campuses (recommended below)
- e. Increased number of distance learning opportunities (recommended below)

The Commission recommends that:

- **As these five growth opportunities evolve simultaneously, a sophisticated Regional Campus enrollment projection process must be developed and implemented as soon as possible. That process should involve the following market analyses for each of the regions of the State of Ohio:**
 - i) **Projections for demand from all regions of Ohio if Regional Campuses have increased residential and student life opportunities**
 - ii) **Projections for demand from all regions of Ohio for new four-year degree programs**
 - iii) **Projections for demand for satellite operations and distance education opportunities**
 - iv) **Projections of increased enrollment from applicants not admitted to the Columbus campus. Given that there will be little growth in the cohort, the analysis should attempt to provide projections for increased enrollment yield based on:**
 - **increased academic opportunities**
 - **increased residential and student life opportunities**

- **improved ease of application/admission processes**
- **increased public awareness of these benefits and opportunities**

This market analysis process should begin immediately, and should be a prerequisite to any large-scale expansion of academic programs, student life programs, and academic and student life building projects.

iv) Students and Student Services

Issues relating to students and student services were identified through visits to Regional Campuses, meetings with Regional Campus deans, and a written survey of the Deans or their student services director. The Commission focused on two major topical areas: the development of student housing, and the development of student services – broadly defined.

Student Housing

No “service” issue receives more attention today on the Regional Campuses, than the need for student housing. This is an important issue if these campuses are to have the role in admissions to the University that emerges from the Academic Plan. Student housing is unquestionably a top priority for each Regional Campus Dean. Two campuses - Mansfield and Newark - have adjacent apartment complexes originally built and managed by a private developer who also purchased the land. Lima and Marion have no housing options at this time.

In 2001, the budget bill was passed by the legislature omitting a long-standing clause that prohibited the construction of new student housing by state-funded colleges and universities. The University then had the opportunity to pursue University-owned and constructed student housing on its Regional Campuses. In November and December 2001 the University Board of Trustees gave approval for each Regional Campus to begin a planning process for student housing. The Lima, Marion, and Newark campuses have partnered with the Office of Student Affairs in Columbus to obtain final approval from the Board of Trustees for construction of their respective student housing projects - after architects have finished the design - and business plans have been established. Currently each campus is involved in that process, although each is at a different stage (negotiations, constructing pro-forma, selecting architects).

As the University moves forward, there are three models that can be used to plan, construct and manage student housing on regional campuses.

i) University Owned and Managed Student Housing Services

In this model the Office of Student Affairs in Columbus would use University land and plan, build, and construct a student-housing complex in partnership with Regional

Campuses. There are many benefits to this model. Given that University student development staff is involved in planning, student housing can be designed with student needs in mind. Profit is not always the “decision-maker”. Thus, the student-housing complex can include non-revenue generating space that University staff feels will enhance the student experience. Such space would include computer laboratories, study lounges, exercise rooms, community lounges and programming space. Parents tend to feel more comfortable with their students living in University owned facilities, and the students feel more strongly linked to the University because of the seamless interaction between University student housing staff and other University departments. In addition, a major priority of University-managed student housing is the establishment of environments and experiences to augment classroom experiences. Living/learning centers, a wide variety of educational, social and recreational programs, leadership development, and teaching students to be responsible citizens of a community, are a few of the opportunities University housing staff provide students.

On the other hand University-owned and managed student-housing means that the University is assuming all financial risk of the project. University construction projects must adhere to a multi-phase process with many approvals along the way. Thus, University projects take much longer to finish. Furthermore, the University has very high building standards and state laws and procedures to follow. This makes University construction projects more expensive than those done by a private developer. Aside from a proper and accurate business plan for each regional campus student housing project, the amount of financial risk for the University will be largely determined by the growth of each Regional Campus and the success of each in reaching enrollment goals

It should also be noted that research, both on the Columbus campus and nationally, indicates that students who live in University housing are more likely to persist in college, obtain better grades and graduate. Without doubt, University student housing with community spaces and programs such as all of those mentioned above is very desirable for student success.

ii) Private Developer Constructs and Manages Student Housing Services

In this model a private developer usually buys land adjacent to the campus and then plans, constructs and manages housing for University students. The major benefit in this model is that the University assumes no financial risk. The developer has only state codes with which to comply so the cost of the housing complex can be less by using lower construction standards than those in place at the University. Also, since the project is privately owned, the developer does not have to seek all of the reviews and approvals which a University project would need. Thus, privately developed student housing can cost less and be completed more quickly than a University project. For Regional Campuses that consider student housing to be a top priority, this model can be very attractive.

The success of this model depends almost entirely on the quality of the developer and his/her relationship with the Regional Campus. In the case of Mansfield both the

developer and his relationship with the campus seem to be very strong and supportive. However, these characteristics are largely subjective and certainly without guarantee. While the University assumes no risk in this model, it also has very little control of how the student-housing complex is constructed or managed. The developer is usually interested in profit, so quality construction, non-revenue generating space, and quality of student life may be secondary considerations. In this model we are, in essence, encouraging students to live off campus (but with the housing being very close to campus). However, just as with off campus housing, this housing development is not tied to the academic goals, the quality of student life, or more broadly, the values of the University.

iii) Private Developer Builds and University Manages

This could certainly be seen to be the “compromise” model where the private developer can assume all of the financial risk, can construct student housing quickly, while students have the advantages of University student affairs professionals managing the student complex. While this seems to be ideal, its success is really dependent on the contract between the University and the developer. Can the University specify the quality of construction, the inclusion of non-revenue generating community space, and a long-term an exclusive management agreement? Would a private developer be willing to enter into a long-term contract and bear all of the financial risk, while the University then assumes all, or a great deal, of control? It is unlikely.

Another possibility is the “Design/Build” model where a private developer is hired to build a student housing complex on University-owned land and then the University buys the housing complex at the end of construction. This was the model used to build the ATI student apartment complex. This model can be attractive because the University hires the developer, is very involved in planning the student housing complex, and the process can save time and funding. However, since the project is built on University land, prevailing wages must be paid and the project must obtain certain University reviews and approvals, so the project is neither as fast nor as low in cost as in the Developer Owned and Managed model. Furthermore, all of the advantages and disadvantages of University-owned and managed student-housing come into play as soon as the University buys the completed housing project from the developer.

Given these considerations, the Commission recommends that:

- **the University should adopt the University-owned and managed approach to student housing on the Regional campuses. This approach may take longer and the costs will be higher, but the University has experience in such activity and is attuned to the importance of establishing appropriate academic housing needs.**

While financial risk is certainly involved, an astute business plan along with attainment of enrollment goals would lower that risk.

Student Services

Students on all Regional Campuses would like to see more student programs and activities, and more funding for them. Currently there is little funding on Regional Campuses to enhance or expand student services, and no student activity fees are charged on any Regional Campus. The faculty and staff are concerned that they currently do not have the number of staff and space to house enhanced student services. The situation is complicated further because all Regional Campuses have “shared services agreements” with co-located technical colleges for facilities and/or some student services, and because student services need to be flexible given the somewhat different “mix” of students. Non-traditional students should not be overlooked. Moreover, all Regional Campuses would like to see more communication – notably through electronic mail - with the Columbus campus regarding upcoming events on the Columbus campus and how they have access to them.

Other issues that emerged on one or more campuses included the need for: extended hours for the library, computer laboratories, and athletic facilities; regular transportation between the Regional Campuses and Columbus for students to attend classes, activities, and events; the need to determine whether there should be more “intentional student” development experiences on the regional campuses; more support for minority students and for diversity programming; and enhanced training for student service staff.

Overall many Regional Campus students often feel like an “after-thought” with regard to services and do not believe that they are getting as full an Ohio State University experience as they might.

The Commission is unanimous in its view that additional and enhanced student services are needed on each Regional Campus. Three approaches to this issue are possible.

i) Regional Campus Autonomy Model

This model is very close to the current status of student services on each Regional Campus. Each determines the level of student services needed and affordable, and consults with the Office of Student Affairs in Columbus when necessary. That Office has had no expectations or mission to assist or consult with Regional Campuses, and so communication is sporadic and expertise gained from among the University’s campuses is not well utilized. This model does not address many of the issues surrounding student services on Regional Campuses, and shows no promise of enhancing student services now available, or establishing a cohesive student services action plan for Regional Campuses.

ii) The Columbus Model

In this model, the Office of Student Affairs in Columbus, with its long, successful experience in such activities, would direct the student services program on each Regional

Campus. This model is based on the organization of student housing at ATI that has worked well in the past. The staff would be hired by and report to the Office of Student Affairs in Columbus with the understanding that Regional Campus student affairs staff would work closely with the Regional Campus Deans or President. The success of this model is dependent on the willingness of the student affairs staff on the Regional Campuses to participate in Regional Campus life. Equally important is the willingness of the Regional Campuses to collaborate with a program and staff they do not supervise.

This model allows the Regional Campus Deans and President to concentrate on other important issues without the added burden of direct responsibility for enhancing and/or beginning new student service initiatives. However, without close collaboration, the knowledge and resources of the community could be diminished. The ATI housing model has worked well but its success has been dependent on collaboration.

iii) Collaboration Model

In this model, the Office of Student Affairs in Columbus would work very closely with each Regional Campus in many ways to consult, advise and recommend strategies to establish and/or enhance student services. In this model Regional Campuses would work with the Office of Student Affairs in Columbus to prioritize student service needs, participate in training, assess the efficacy of Columbus programs on Regional Campuses and determine new programs and ideas. The Office of Student Affairs in Columbus would give advice on the student service organizational structure for each Regional Campus, consult on programming initiatives, take responsibility for timely and regular meetings, training, and communications, and consult on needs assessments, answer student needs, and resolve crises. Student affairs staff on each Regional Campus would be funded by and report to the Dean or President of the Regional Campuses, however, the Office of Student Affairs would assist in the recruitment and selection of staff using professional associations and networks.

This model provides the expertise of the Office of Student Affairs and takes advantage, where possible, of economies of scale. It also allows each Regional Campus to use its knowledge and resources in the community to set program and service goals and initiatives.

The Commission recommends that:

- **the University should adopt the Collaboration Model for student services on the Regional Campuses and an Action Plan that addresses funding, space and facilities, and implications of co-location, be drafted as soon as possible.**

v) Faculty and Curriculum

There is no more important element of the Regional Campuses – and their future - than their faculty. They are the center of the academic enterprise. They conduct the research, teach the courses and programs for the students, and provide service to the University and outreach and engagement activities to the community. On each Regional Campus the faculty are fortunate to be complemented by a very strong academic support staff.

To address issues relating to faculty and curriculum, the Commission reviewed procedures at other institutions, nationally, and considered information provided at open forums with the faculty, students, and staff.

Given the roles that we want the Regional Campuses to play, through the Academic Plan, and the fact that Regional Campuses emphasize primarily, but not exclusively, access to, and in some cases completion of, undergraduate baccalaureate programs, then in the years ahead what direction should we take, and what are the implications for faculty and curriculum? Is there a “model” for the University’s Regional Campuses to adopt and follow? These are topics that have not been discussed thoroughly, by the University, in recent years. The Commission gave them considerable attention.

Three Possible Models

Three types of relationships between a central campus and Regional Campuses with respect to faculty and curriculum are possible. One approach is the one university model. It assumes that there is just one University degree in any given program area (English, Psychology) that is designed to be the *same* on all campuses that offer that degree. In this model, the appropriate University departments/schools hire, promote, and tenure Regional Campus faculty and determine the curriculum. This is the model currently evident at The Ohio State University. Nationally, this appears to be a model unique to this University.

A second model is to allow each campus to hire, promote and tenure its own faculty and determine its own curriculum. This is the one system model. In this model, each campus offers its own degrees (a degree in English from OSU-Lima, for example). It has been adopted by virtually every other major state university system (the systems of the Universities of Wisconsin, Michigan, and Missouri, for example).

A third “hybrid” model, perhaps most well developed at The Pennsylvania State University, attempts to bridge the one university and the one system models. In this model, most of the Regional Campuses are grouped into a “Commonwealth College” which is separate from other colleges (Humanities, Social Sciences) on the central campus. In this model, the Commonwealth College is responsible for hiring, promoting, and tenuring faculty in its college (regional campus faculty). All students get a degree from the same university (untagged by campus), but a degree in English completed solely on a regional campus is granted by Commonwealth College, whereas a degree in English completed on the central campus is granted by the College of Humanities.

How do we determine which of these (or other) models is most appropriate?

The Quality of the Degree Programs

The Commission used as its starting point the underlying importance of the quality of the Ohio State University degree programs that we offer. The Regional Campus Deans agreed that their campuses should offer the “same quality of education” as in Columbus. Indeed, promotional materials for the Regional Campuses foster the perception that they offer the *same* degrees and educational opportunities as the Columbus campus. Can a “world class” or “Ohio State University quality” degree or educational experience be obtained solely at a Regional Campus? The promotional materials for these campuses suggest that they can. They suggest that the difference between campuses is mostly (or solely) one of “location.”

However, to address this question more thoroughly, it is important to know the criteria or standards for defining a degree of “Ohio State University quality” – something that differentiates it, as a University, from other institutions. If such criteria and standards were identified, it could be determined whether existing programs or newly proposed majors to be offered solely on the Regional Campuses meet this standard. There is a range of possible meanings for a University quality degree or experience that set it apart from other college and university degrees and experiences that are available for prospective undergraduate students.

At a minimum, obtaining a quality University degree might simply mean that students at each of the campuses have taken sufficient course work to fulfill a common set of General Education Requirements specified by the appropriate University authorities, and they have the opportunity to meet the minimum major course requirements specified by an academic department or school. According to this minimal definition, the Regional Campuses would offer a quality degree if they simply offered courses and degree programs from the University curriculum. This standard sets Ohio State apart from the other educational institutions in Ohio mostly by its defined curricular offerings rather than its status as a major research university with nationally recognized faculty. This definition is likely already to be met on our Regional Campuses in those current programs that lead to completion of a bachelor’s degree at those campuses.

A more rigorous definition might be that obtaining an Ohio State quality degree or undergraduate experience might mean that students have attended and experienced a major (“world class”) research university with exposure – especially in their major programs - to some professors who are nationally ranked experts in their fields; that undergraduates have the opportunity to join in cutting edge research opportunities in state-of-the-art laboratories; that students can expect a breadth of curricular opportunities and a depth of specialized courses in their major field of study; that students will interact with a selective group of diverse classmates from all over the country and world, and have an opportunity to partake in a rich array of cultural opportunities. It is likely that today the Regional Campuses do not meet this definition. In some

selective degree programs on the Regional Campuses, some of the standards specified here could be met (students would have the opportunity to participate in cutting edge research), but that no Regional Campus can currently meet *all* of the criteria in this definition solely within the confines of that campus – for example, offering a depth of course possibilities in the major area.

If the first definition were to be adopted as the standard for an Ohio State degree, or some other standard that all campuses could meet, it would be appropriate to think of and govern Ohio State University as one university with different locations across the state. On the other hand, if some standard that all campuses could not meet were adopted, an alternative structure might be preferable. For example, one could view and govern the several campuses as constituting semi-autonomous units that are organized into one system. The one university model implies that there should be one University degree with one standard of excellence, one faculty of comparable quality across the campuses, undergraduate majors with equivalent curricular opportunities, and so on. The one system model is more amenable to different campuses having different degrees with different standards, faculties, curricular opportunities, and so forth.

What the precise criteria or standards should be for calling a degree an “Ohio State quality” degree are **not** specified in this Report. The Commission notes only that if students on Regional Campuses are to obtain the *same* degree as students in Columbus, it is important to be explicit about such criteria and to be clear what it means to obtain an Ohio State quality education or quality undergraduate experience, versus one at another public or private university or college.

Although this Commission takes no stand on how to define a quality education or degree, it believes that if there is to be just one University degree (as is currently the case), the standards and criteria should be the same (or reasonably close) for all of the campuses that offer the degree. Conversely, if the criteria and standards are not the same across the campuses, then the degrees should be differentiated in some way. And, as implied by the two definitions above, the Commission believes that offering an “Ohio State quality” education should mean more than simply offering a common curriculum.

These considerations have implications for faculty and curriculum.

Faculty

The current procedures for hiring, promoting, and tenuring a faculty member on each campus are comparable. **With respect to procedure, the campuses do basically operate as “one university”.** The relevant campus first identifies the need for a particular faculty member. On the Regional Campuses, the person identifying such a need is typically the Regional Campus Dean. In Columbus, it is the Department Chair or School Director. Once a need is identified and the funding is approved (by the Regional Campus Dean or the College Dean in Columbus), the department chair appoints a search committee. The particular requirements for serving on this committee (for example, the proportion of regional and main campus faculty) are set by the relevant department’s

Appointments, Promotion, and Tenure (AP&T) document. In a typical case, the search committee consists of faculty from the appointing Regional Campus and the main campus. Following a national search, the search committee makes a recommendation or a series of recommendations to the relevant department faculty. The full department faculty then takes a vote as a recommendation to the department chair. The department chair then approves (or not) the hire as does the College Dean and Regional Campus Dean.

With respect to promotion and tenure, the current procedure is the same whether the faculty member resides on the Columbus campus or one of the Regional Campuses. In each case, the particular department's AP&T document specifies the particular steps to be followed. Typically, the candidate submits a dossier outlining accomplishments in the area of teaching, research and service. These materials, along with an assessment by the Regional Campus Dean, are evaluated by the tenured faculty in the department who prepare a report favoring or disfavoring promotion and/or tenure. The department chair prepares a separate assessment which is forwarded to the Dean of the appropriate College. The Dean makes another assessment and all of the materials and assessments are then forwarded to the Office of Academic Affairs for final dispensation.

Although the *procedures* for hiring, tenuring, and promoting faculty on each campus are basically the same, the standards and criteria used in making hiring, tenure, and promotion decisions are not necessarily the same for main and Regional Campus faculty. Rather, there appears to be considerable disparity across different academic departments. That is, in some departments, the standards and criteria for hiring, tenuring, and promoting Regional Campus faculty, if not identical to those in Columbus, would likely fall within a "range of comparability." At the other end of the spectrum, in some departments there is virtually no overlap in candidates for hiring, promotion, or tenure at the main and the Regional Campuses.

To understand better the complexities of this matter, the Commission examined in detail one large department that offers degrees on each campus and examined its hiring pattern over the past four years. Because this is just one department, it is not clear whether the results of this case study represent the norm or are an aberration, but the results are instructive. Among the findings from this case study are that:

- there was virtually no overlap in the candidates who applied for a position on the Columbus and Regional Campuses – even when the substantive areas searched for were identical in the same year. That is, the Columbus and Regional Campus searches competed in completely different job markets.
- the success rate in hiring varied across campuses. On the Columbus campus, at the untenured level, there were 4 offers and 4 acceptances. On the Regional Campuses, there were typically 3 or more offers for every acceptance. In the most recent year for which data were available (Academic Year 2001-2002), there were 11 offers made for four positions on the Regional Campuses with 3 acceptances.

- Starting salary offers varied considerably across campuses. For example, starting salaries were over \$10,000 higher in Columbus than on the Regional Campuses. Indeed, a recent report in the Chronicle of Higher Education (April 19, 2002) indicated that this was common in all universities with a flagship and Regional Campuses. A proportional gap exists at every professorial rank. In addition, there was a gap of about \$50,000 in research start up expenses for individuals in the same substantive fields.
- Distribution of work load was also different with a greater focus on undergraduate teaching in formal courses on the Regional Campuses and no expectation for graduate teaching or supervision.

Again, this is one department, but these factors likely explain why in some departments/schools, the markets in which the Columbus and Regional Campuses compete for faculty are completely different. This issue seems to be most problematic in the physical sciences, least in the humanities, and somewhere in between in the social sciences. There is a number of factors that contribute to this including the laboratory needs within disciplines and the proportion of new graduates available to the number of jobs available. Our analysis of the case study department suggests that under the current system and environment, it would likely be impossible for this department to hire an equivalent faculty at the Columbus and Regional Campuses. The different types of hires on the main and regional campuses have important implications when it comes time for tenure and promotion.

Just as there is diversity in hiring across academic units, there appears to be considerable diversity with respect to promotion and tenure standards as well. In some units, it appears that the standards for tenure are within a reasonable range of comparability on the Columbus and Regional Campuses. In other departments, differences are explicitly accommodated in the AP&T documents. In departments acknowledging differences, some simply acknowledge that tenure and promotion to Associate Professor is based more on teaching than research for members of the Regional Campuses. Other departments hold regional faculty to the same “quality” standard in research, but expect less in quantity of research output. This diversity in standards and criteria within one department can lead to the perception of “two categories” of faculty.

A similar situation holds when it comes to standards for promotion to Professor. In many of the major academic units (ones that are most likely to offer degrees on the Regional Campuses), promotion to Professor requires demonstration of national and international visibility and stature. Since such visibility and stature comes primarily from one’s research activities, it is often more difficult for Regional Campus faculty to meet this standard given the higher teaching load and reduced resources for research. Nevertheless, in certain disciplines (humanities, mathematics) – it may be more possible to reach this standard than in other disciplines where access to a state of the art research laboratories staffed with graduate students and postdoctoral fellows is necessary to achieve the quantity and quality of research required for national stature. Thus, in the physical and social science disciplines, the proportion of Professors on the Regional

Campuses is typically considerably smaller than it is in Columbus. This means that students on Regional Campuses will have some difficulty in interacting with individuals at the Professor rank making their experience not strictly comparable to students who obtain degrees on the Columbus campus.

Workload and salaries for faculty at Regional Campuses currently are determined by the Regional Campus Dean. They differ from the Columbus campus and they vary among the four Regional Campuses. In that regard, understandably, on the Regional Campuses it is problematic to adhere easily to the workload policy guidelines promulgated by the Office of Academic Affairs (http://oaa.ohio-state.edu/handbook/v_teachingworkload.html):

Criteria and standards for teaching and service are set at the Regional Campuses by the Deans who then evaluate faculty on these responsibilities. Most teaching is at the undergraduate level, although some Regional Campus faculty supervise master's and doctoral students. Most faculty teach 6-7 courses per year – typically more than their departmental/school colleagues in Columbus.

Columbus campus department chairpersons/school directors are responsible for evaluating Regional Campus faculty research performance. One or two quarters of released time for research is usually provided during the probationary period. Start-up packages, if any, are distributed at the Regional Campus level. At most campuses there is some seed grant or start-up money available for new faculty (usually less than \$10,000). Most campuses provide some money for travel to present a paper at professional meetings of a scholarly association or give a presentation at another university. Funds are also available to defray travel costs to the Columbus campus.

Anecdotal evidence suggests that there is disparity in research evaluation standards across departments for Regional Campus faculty. Some departments strictly apply Columbus campus standards to Regional Campus faculty. Other departments expect the same quality of research, - publishing in leading journals, presenting papers at national and international meetings - but somewhat fewer publications. In disciplines dependent on sophisticated laboratories and a cadre of graduate students it is not possible for Regional Campus faculty to meet Columbus standards unless arrangements are made for a physical presence in the main campus department sufficient to conduct a high quality research program.

The pool of funds available for salary increases at the Regional Campuses is determined by the guidelines promulgated by the Office of Academic Affairs in Columbus. The distribution of raises is determined by Regional Campus Deans based on weightings for teaching, research and service. Currently such weightings vary among Regional Campuses. Variations from these weights on each campus can be negotiated by individual faculty members with the Regional Campus Deans. Regional campus faculty are paid significantly less than their Columbus campus colleagues.

In summary, although the University is currently operating in the “one University”

model, with regard to faculty, there is not full, strict adherence to it. There is variability among academic units particularly with regard to standards and criteria for hiring, promotion, and tenure decisions. Moreover, given the special instructional environment of Regional Campuses (undergraduate emphasis with small classes) and the fact that each campus is funded separately, there is also variability in workload and compensation – between the Columbus campus and the Regional Campuses, and among Regional Campuses.

Nonetheless, it is the consensus of the Commission that the “one University” model, toward which we have been working for many years, in general is the most appropriate model for The Ohio State University at this time.

The Commission recommends that:

- **the University should adhere to the “one University” model for faculty and curriculum and work toward its achievement.**

It is important to note that the one university model does not require that all of the campuses be identical in all respects. This would neither be possible nor desirable. But, it does require that a core set of criteria and standards be defined, and that a “range of comparability” across campuses with respect to standards and criteria be identified.

Again, the Commission believes that if there is to be one common University degree in a particular subject area, that degree must be defined by more than merely a common curriculum. If we aspire to be a world class university, as proposed in the Academic Plan, then a student who receives a particular degree from a Regional Campus should have a comparable (world class) experience to those completing a degree on the Columbus campus. This implies, at a minimum, a commonality in qualified faculty and opportunities for all students in a given major program. There may be some difficulties, however, in offering a common University experience in some academic areas due to difficulty in hiring faculty or providing appropriate facilities. The implication is that degrees will **not** be offered in certain academic areas, or could not be completed solely on a Regional Campus. In addition, hiring a comparable faculty for all campuses of the University likely implies more comparable compensation and workload levels, and this may be impractical fiscally. Although the one university model has positive features (such as bringing a world class university to diverse parts of the state), there are practical considerations that may make “full” implementation unlikely.

Currently the University comes closest to this model for faculty in the academic areas where degree programs can be completed on the Regional Campuses, but even among the four of them there is, for legitimate reasons, considerable variability – English most aligned with this approach; Psychology least. And, at least half the faculty on the Regional Campuses are single representatives of their disciplines and face a different context in which to work – fewer opportunities to offer routinely upper division courses;

no cluster of faculty with whom to work closely; and issues of research infrastructure.

Although this model has been adopted, clearly there are internal complexities associated with it.

The Commission recommends that:

- **the University explore, immediately, in more detail, the approaches adopted by other institutions to determine if they could provide creative alternatives to some of the issues that need to be addressed in the “one University” model.**

The “one-system” model provides Regional Campuses with more autonomy in decisions regarding the number and type of courses, curricula, programs, and degrees offered. Under this model, campuses might be able to more readily address community needs. However this more autonomous approach might distinguish the Regional Campuses from the Columbus campus, including mission (potential for becoming teaching campuses with little or no research emphasis) and quality – something that runs counter to the Commission recommendations on mission/governance. **It is not seen as a viable alternative.**

A “hybrid” model, in some respects, provides the best of both systems above. From the one university model it retains a one University degree (rather than tagged degrees by campus). Yet, it retains the flexibility of the one system model in allowing regional campuses collectively to hire, promote, and tenure faculty by standards that can differ from those for Columbus campus faculty. It is worthy of further study.

Curriculum

In curricular terms, we do operate within the “one-University” model. All courses at the Regional Campuses are the same as those offered on the Columbus campus although ATI, with its distinctive role, offers some courses and certificate programs that are specific to ATI and not offered anywhere else in the University. All Regional Campuses and ATI offer associate degrees that are specific to those locations (not available in Columbus). ATI does not offer bachelor’s or master’s degrees but the Regional Campuses offer entire bachelor’s degrees onsite, most of which are University-wide degrees (e.g. Bachelor of Arts in Psychology, English, and History). Two undergraduate degrees are Regional Campus-specific (Bachelor of Science in Education, General Business). The Regional Campuses offer a complete graduate program in Elementary Education. Stated simply, students either at all locations or some, are offered a full array of curricular options from within the University. **And it is important to note, following the “one-University” model, that the University, not the specific campus, confers the degrees.**

The Regional Campuses enjoy a collegial partnership with the Columbus campus that enables students to take classes on more than one campus, including the Columbus campus, to complete a degree program. Students can begin most bachelor's degrees, as well as a Master's degree in Social Work, on any of the Regional Campuses and complete the degree in Columbus.

Most of the degree programs offered at the Ohio State Regional Campuses are offered in a traditional classroom setting. In recent years, however, each campus has been piloting and exploring non-traditional delivery systems such as distance learning and web-based instruction, including, effective 2001, a General Business major program being delivered in large part by the Fisher College of Business on the Columbus campus to each Regional Campus

Other public university Regional Campuses, in Ohio, offer some full bachelor's and master's degree programs, but usually none that is specific to their Regional Campuses. It is possible to earn some University degrees (not campus-specific degrees) on their Regional Campuses on a "site specific/time specific" basis. Students complete the degrees as a cohort. Most of the degree programs offered at the other campuses in Ohio, similar to our Regional Campuses, are taught in a traditional classroom setting, but Ohio University has a long tradition of use of distance education, and continues to move forward in that direction.

Among other institutions nationally that have Regional Campuses, including The Pennsylvania State University, the University of Minnesota, and the University of South Carolina, there is no one model with regard to curricular offerings. There is some mix of certificate, associate degree, and University-wide versus campus-specific bachelor's and master's degree offerings. For those that do offer bachelor's degrees through Regional Campuses, the array of options is considerably greater than at our Regional Campuses. In addition, similar to our Regional Campuses, students who attend these campuses have a seamless transition to their central campus to complete a degree. Most of the degree programs offered at the Regional Campuses of these universities are taught in a traditional classroom setting. In most cases less than a quarter of the instruction of a degree is taught using distance-learning technology. The University of South Carolina, specifically, offers 30 credit hours of instruction via distance-learning technology toward a Bachelor's degree in Interdisciplinary Study.

If the "one-University" model is to continue, the development and offering of courses and degree must be held to the same standard in all locations and determined by the academic unit(s) in Columbus campus in collaboration with the Regional Campuses. If courses are delivered by faculty who are held to the standards of the University and taught in an agreed upon manner, then few if any distinctions may be made on the offerings regardless of the location. This situation exists with regard to current degree programs in Education, English, History and Psychology. Indeed, in the case of the new General Business major, currently only available at the Regional Campuses, most of the coursework is being delivered by Columbus campus faculty via distance learning technology. The criteria and standards for the faculty, curriculum, and degree are the

same as if the degree were one offered on the Columbus campus. This is a clear example of a one-University model.

As Ohio State moves toward redefining the role of its Regional Campuses in the context of its Academic Plan, decisions will need to be made as to whether or not to expand the types and number of programs offered on its Regional Campuses. New curricular development will encounter some difficulties in this one-University model, given the variations that currently exist among Regional Campuses today, including: student population size and characteristics (demand), research and laboratory facilities, faculty work loads, and community needs. At all locations appropriate levels of funding for curricular offerings need to be assured.

Nonetheless, within the context of the Academic Plan and the changing higher education landscape in Ohio, the Commission believes that modest curricular expansion at the Regional Campuses should begin through a planning process that includes the Office of Academic Affairs. In this way there is adherence to the concept of “systemic” operations.

The Commission recommends that:

- **The Regional Campuses and the Office of Academic Affairs should now determine the feasibility of:**
 - i) expanding the number of bachelor degree programs currently only offered in Columbus, to the Regional Campuses;**

This should not be determined solely on the basis of the number of faculty in an academic discipline on the Regional Campuses. Such an approach could divide enrollments among current majors rather than attract new students. Instead consideration should be given to existing majors/degrees that are in demand in a particular community/region. Current majors in Arts and Sciences and Human Ecology, among others, are examples. A careful market analysis ought to be conducted for each of the Regional Campus communities to determine the feasibility of particular majors/degrees. Consideration might also be given to majors/degrees that are in demand by students who select a University Regional Campus as an alternative choice and end up attending an Ohio State Regional Campus

- ii) developing new degree programs that address the unique needs/features of the Regional Campuses and are specific to the Regional Campuses;**

Is there merit to Regional Campuses having Bachelor's degrees separate from Columbus? The major programs in education and business are the two current examples. A feasibility study for such programs needs to be undertaken.

iii) developing specific degree programs on specific campuses and sharing them among all campuses.

Rather than have duplication of new majors on each of the Regional Campuses, there should be a consideration of distinctions in offerings, with one campus offering a particular major program – based either on local demand for a new distinctive major, or faculty expertise for a current major that is not yet available on a Regional campus - and sharing it with the other campuses. **Use of distance learning and other technologies to make a wider variety of majors available to Regional Campus students should be an important consideration in programmatic expansion.**

- **the Regional Campuses and the Office of Academic Affairs should also assess whether Regional Campuses should offer certificate programs, and analyze the status of its associate degrees programs.**

vi) Co-Location with a Technical College

The fact that each Regional Campus is co-located with a state-funded technical college, has widespread implications for many academic and academic-support functions; has produced the situation where today each campus has its own distinctive working relationship with its co-located college; and has important implications for long-term planning of our Regional Campuses. It is useful and important to outline the basic dimensions of current co-location relationships.

History

In 1969, a technical college was invited to share the land and facilities of each of the University's Regional Campuses. In one case (Mansfield), pre-existing technical colleges were invited; in another case (Marion), a new technical college was founded and administered separately; in the other two cases (Lima and Newark), new technical colleges were founded and the Dean of the University's Regional Campus was also named President of the new technical college. In all cases, however, the technical colleges were established as independent technical colleges under Ohio Revised Code Section 3357, each with its own Board of Trustees.

In all cases, agreements were worked out by which the Regional Campus and the technical college would share facilities and services and cooperate in other ways for their mutual advantage. Typically, the facilities and services that are shared include: Plant Operation and Maintenance, Security, Custodial Services, Library, Student Activities, Physical Activities, Food Service, Bookstore, and Child Care.

The arrangement by which one person served as the chief executive officer of the two institutions ended in Lima in 1987 but continues, as noted above, with modification, at

the Newark campus. The Newark campus continues to have much closer relationships between the two institutions than do the other three.

Shared Services

The sharing of services and facilities does yield financial savings and allows the institutions to provide better services to students than either institution could afford acting alone.

Issues have arisen in management of shared services. Most of these services have been managed by the Regional Campus and the technical college has reimbursed the University under pre-agreed formulas. At times there have been disputes over budgetary matters. At other times the technical college has raised issues of quality of service and of control. Except on the Newark campus, there is no authority which can adjudicate disagreements. In recent years, the Regional Campus trustees have sometimes interacted with the technical college trustees to help resolve shared services issues. Such issues have not significantly affected the academic enterprise.

Facilities

Historically, the technical colleges had a much easier time acquiring capital facilities than did the Regional Campuses. The Regional Campuses competed with needs of the Columbus campus and rarely came to the top of a priority list. By contrast, the technical colleges were rapidly growing and had direct access to the Board of Regents and the legislature. Furthermore, the laws under which technical colleges were operating are considerably less restrictive than those governing universities. As a consequence, most construction between 1975 and 1995 was done under the aegis of the technical college even when the facility was built for the benefit of both institutions.

This situation changed in 1996 with the change in Ohio's method of financing capital construction. Now each institution has its separate, formula-based, allocation of capital component funds and is expected to exercise its judgment as to how these funds are used. This change in the method of financing capital construction came shortly after the creation of the Regional Campuses' Boards of Trustees and these Boards have taken an active role in the planning of capital projects of their respective campuses.

The Regional Campuses and co-located technical colleges sometimes construct capital projects independently and at other times agree to jointly fund a project for mutual benefit. Each such occurrence is separately negotiated between the two institutions.

Transfer Issues

There is a wide-spread perception in the technical colleges, as well as in the community at large, that the University is unreasonably restrictive in accepting transfer credit from

the co-located technical colleges. Students who transfer from one institution to the other often lose a significant number of credits. To an extent, this is the inevitable consequence of students changing career directions. Academics on both sides understand that a change from a technology major to a liberal arts will entail loss of credits, as would, for example, a change from anthropology into engineering technology. Many would like to believe that once a credit has been paid for it should be universally applicable.

Somewhat more difficult to explain is the situation when courses have similar titles and content but different standards. The business major is a particular example of this sort. The Ohio State University business degree program is American Association of Colleges and Schools of Business (AACSB)- certified, and one of the requirements of this certification is that business courses have calculus prerequisites. The technical colleges all have business technology programs and in those programs many courses have similar names and content to Ohio State business courses. These courses are not calculus based and will not and cannot be accepted toward an Ohio State business degree.

Mission Revision

The technical colleges have a statutory mission defined in the Ohio Revised Code Section 3357. This mission is complementary to The Ohio State University mission of baccalaureate education. In recent years, technical colleges have been expanding their mission to include a university transfer mission.

Ohio Revised Code Section 3357.01 defines their mission as follows:

- (A) "Technical college" means an institution of education beyond high school, including an institution of higher education, organized for the principal purpose of providing for the residents of the technical college district, wherein such a college is situated, any one or more of the instructional programs defined in this section as "technical college," or "adult-education technical programs," normally not exceeding two years duration and not leading to a baccalaureate degree.
- (D) "Technical college program" means a post high school curricular program provided within a technical college, planned and intended to qualify students, after satisfactory completion of such a program, normally two years in duration, to pursue careers in which they provide immediate technical assistance to professional or managerial persons generally required to hold baccalaureate or higher academic degrees in technical or professional fields. The technical or professional fields referred to in this section include, but are not limited to, engineering and physical, medical, or other sciences.
- (E) "Adult-education technical programs" means the dissemination of post high school technical education service and knowledge, for the occupational, or general educational benefit of adult persons.

In November 1990 the Ohio Board of Regents created a transfer and articulation policy. This policy was designed to facilitate transfers and, thereby, increase degree completion. The application of this policy to co-located campuses was clarified in a letter from the staff of The Ohio Board of Regents dated August 5, 1991. It reads in part: "...missions are clearly differentiated...nor will a change in institutional mission be represented or advertised... an operational statement on advertising will be developed by each pair of co-located campuses... the Board of Regents will become the final arbiter..."

The co-located technical colleges have increasingly been advertising a transfer mission. In some cases they have invited other colleges and universities onto the shared campus to offer courses that are in direct competition with Ohio State University courses. They have not only advertised a transfer mission, but have emphasized it by creating and publicizing articulation agreements with other colleges and universities. Indeed, North Central Technical College and Lima Technical College changed their names and now refer to themselves as "state colleges".

These changes have altered the basic premise that the technical colleges and the universities have complementary missions.

Branding

Having The Ohio State University and a technical college on the same campus has made it more difficult to create a clear Ohio State identity. Signage advertises both institutions or, in the case of Newark, features "the Newark campus" rather than emphasizing the identity of either. Explanations are needed for campus visitors. Technical college students sometimes misidentify that they are attending The Ohio State University.

Often the community itself does not have a clear understanding of the situation. For example, the University is sometimes criticized for not being as helpful as the technical college in workforce training of a sort clearly within the technical colleges' mission.

Commission members have come to understand better the myriad of issues that accompanies co-location, and do not believe that there is any one solution to address all of them. Indeed, identifying and implementing **one model** that could be adopted either quickly or easily at **all** locations for both institutions, is highly unlikely at this time. The co-location development paths taken at each location are too distinct.

However, the Regional Campuses are an integral part of the University's Academic Plan, and any/all issues that arise from co-location that affect that role need to be identified and addressed. To date, generally, such issues have been handled in a piecemeal manner.

The Commission recommends that:

- **the University administration begin to monitor more closely issues that are related to co-location and determine their effects on Regional Campus planning.**

This process should be aided by the recommendation that the Executive Vice President and Provost should identify ways to enhance stronger co-ordination of Regional Campus issues.

Appendix I

The regional campuses are part of The Ohio State University and, as such, share the vision, purpose, core values, and future goals of the University's strategic plan. Following is The Ohio State University's vision, highlighting the unique role of the regional campuses in specific areas.]

The Ohio State University Vision

Purpose: To advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge.

Core Values

- b. Pursue knowledge for its own sake.
- c. Ignite in our students a lifelong love of learning.
- d. Produce discoveries that make the world a better place.
- e. Celebrate and learn from our diversity.
- f. Open the world to our students.

Overarching Goal: The Ohio State University will be among the world's truly great universities.

Future

The Ohio State University will be recognized worldwide for the quality and impact of its research, teaching, and service *conducted on each of our campuses*. Our students will be able to learn and to advance knowledge in all areas. As a 21st century land-grant university, The Ohio State University will set the standard for the creation and dissemination of knowledge in service to its communities, state, nation, and the world. Our faculty, students, and staff will be among the best in the nation.

Our regional campuses will expand the reach of the University's research, teaching, and service efforts and serve as valuable educational resources to each region in Ohio. They will offer courses and a select number of degree programs from the OSU curriculum.

Academic excellence will be enriched by an environment that mirrors the diverse world in which we live. Within this environment, we will come to value the differences in one another along with the similarities, and to appreciate that the human condition is best served through understanding, acceptance, and mutual respect. Throughout the learning process, our faculty and staff will find the highest levels of fulfillment and satisfaction as they collaborate to educate and support a student body recognized for its scholarship and integrity.

Students will have the opportunity to learn on our campuses or from locations around the world through the innovative use of technology. The quality of our physical facilities and grounds *on all campuses* will be consistent with our world-class status. Extracurricular activities will support the personal growth of all members of our community. Our intercollegiate athletic programs will routinely rank among the elite few.

Graduation rates for all students will compare favorably with the nation's best public universities. Most of all, our graduates will be among the most sought after by the world's best employers and will become leaders in their communities and accomplished professionals in their chosen work. We will lead Ohio to a dynamic knowledge economy, and our research, widely known for its multidisciplinary programs, will help solve the most challenging social, cultural, technical, and health- related problems.

Regional campuses will provide entry for students who may not otherwise have access to Ohio State and will prepare those students to successfully complete degrees. The excellence of our programs will be recognized by the highest levels of public and private support. As a result, The Ohio State University will earn an intensity of alumni loyalty and of public esteem unsurpassed by any other university

Appendix II

PROPOSED BYLAWS
THE OHIO STATE UNIVERSITY – REGIONAL CAMPUS
BOARD OF TRUSTEES

3335-115-01 COMPOSITION AND ADMINISTRATION OF THE BOARD

- (A) THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES ("THE UNIVERSITY BOARD") HEREBY ESTABLISHES A BODY TO BE KNOWN AS THE OHIO STATE UNIVERSITY – XXXXX BOARD OF TRUSTEES ("THE XXXXX BOARD").
- (1) THE XXXXX BOARD SHALL BE COMPOSED OF ELEVEN MEMBERS APPOINTED BY THE UNIVERSITY BOARD IN CONNECTION WITH THE PRESIDENT OF THE UNIVERSITY.
 - (2) ONE MEMBER OF THE XXXXX BOARD SHALL BE A MEMBER OF THE UNIVERSITY BOARD (THE "TRUSTEE MEMBER"). NINE MEMBERS SHALL BE PRIVATE CITIZENS WHO RESIDE WITHIN THE AREA SERVED BY THE INSTITUTION. ONE MEMBER OF THE XXXXX BOARD SHALL BE A STUDENT WHO IS CURRENTLY ENROLLED AND IN GOOD STANDING AT THE XXXXX CAMPUS. THE STUDENT MEMBER SHALL HAVE NO VOTING POWER ON THE BOARD.
 - (3) CITIZEN MEMBERS SHALL BE APPOINTED FOR TERMS OF THREE YEARS. TERMS WILL BE STAGGERED SO THAT THREE TERMS END EACH YEAR. IN CASE A VACANCY DEVELOPS, THE UNIVERSITY BOARD MAY APPOINT A CITIZEN MEMBER TO FILL THE REMAINING PART OF THE UNEXPIRED TERM. NO CITIZEN MEMBER SHALL SERVE MORE THAN THREE CONSECUTIVE TERMS. (IN DETERMINING ELIGIBILITY FOR REAPPOINTMENT, AN INITIAL APPOINTMENT OF LESS THAN TWO YEARS SHALL NOT BE CONSTRUED AS A TERM.)
 - (4) THE STUDENT MEMBER SHALL SERVE A TERM OF ONE YEAR, AND IS ELIGIBLE FOR REAPPOINTMENT AS LONG AS HE OR SHE REMAINS A STUDENT IN GOOD STANDING AT THE XXXXX CAMPUS.

- (5) THE TRUSTEE MEMBER SHALL SERVE A TERM OF THREE YEARS AND MAY BE REAPPOINTED SO LONG AS HE OR SHE REMAINS A MEMBER OF THE UNIVERSITY BOARD.
- (6) TERMS OF ALL MEMBERS SHALL BEGIN ON JULY 1.
- (7) MEMBERS OF THE XXXXX BOARD SHALL SERVE WITHOUT COMPENSATION BUT MAY BE REIMBURSED FOR EXPENSES INCURRED IN THE PERFORMANCE OF THEIR DUTIES. MEMBERS OF THE XXXXX BOARD SHALL BE PROVIDED IMMUNITIES OR INDEMNIFICATION AGAINST ANY CLAIMS OR LIABILITIES WHICH MAY ARISE FROM THE PERFORMANCE OF THEIR DUTIES TO THE FULL EXTENT PERMITTED BY LAW.
- (8) THE DEAN/DIRECTOR OF THE XXXXX CAMPUS SHALL ASSIST THE CHAIR OF THE XXXXX BOARD IN ESTABLISHING BOARD AGENDAS AND PRIORITIES AND SHALL PROVIDE SUCH STAFF SERVICES AND OTHER ASSISTANCE AS THE BOARD MAY REQUIRE. THE DEAN/DIRECTOR MAY ATTEND ALL MEETINGS OF THE BOARD.
- (9) THE PROVOST OR THE PROVOST'S DESIGNEE, IN COOPERATION WITH THE DEAN/DIRECTOR, SHALL SERVE AS THE LIAISON BETWEEN THE XXXXX BOARD AND THE VARIOUS COLLEGES AND DEPARTMENTS OF THE UNIVERSITY, AND MAY ATTEND ALL MEETINGS OF THE XXXXX BOARD.
- 10) THE CHAIR OF THE XXXXX CAMPUS FACULTY ASSEMBLY SHALL SERVE AS A RESOURCE PERSON FOR THE XXXXX BOARD AND, IN ORDER TO SERVE THAT FUNCTION, MAY ATTEND ALL PUBLIC MEETINGS OF THE XXXXX BOARD.

3335-115-02 POWERS AND DUTIES

- (A) THE XXXXX BOARD SHALL ADVISE AND ASSIST THE DEAN/DIRECTOR IN THE ADMINISTRATION OF THE XXXXX REGIONAL CAMPUS. SUBJECT TO THE AUTHORITY AND PERIODIC REVIEW OF THE UNIVERSITY BOARD, THE XXXXX BOARD SHALL:

- (1) DEVELOP SUPPORT FOR THE XXXXX REGIONAL CAMPUS IN ITS SERVICE AREA;
 - (2) ADVISE THE DEAN/DIRECTOR CONCERNING LOCAL EDUCATIONAL NEEDS, AND PERCEPTIONS OF UNIVERSITY PROGRAMS;
 - (3) SERVE AS AN ADVOCATE FOR THE NEEDS OF THE XXXXX REGIONAL CAMPUS IN LOCAL AND STATE GOVERNMENT AGENCIES, AND IN THE LEGISLATURE;
 - (4) PARTICIPATE IN STRATEGIC PLANNING FOR THE XXXXX CAMPUS;
 - (5) REVIEW AND FORMALLY RECOMMEND THE CURRENT FUNDS BUDGETS OF THE XXXXX CAMPUS PRIOR TO SUBMISSION TO THE UNIVERSITY BOARD BY THE PRESIDENT;
 - (6) IN COOPERATION WITH THE BOARDS OF THE OTHER OHIO STATE UNIVERSITY REGIONAL CAMPUSES, RECOMMEND TO THE UNIVERSITY BOARD RATES FOR REGIONAL CAMPUS TUITION AND FEES.
 - (7) FORMALLY APPROVE ALL CAPITAL PROJECTS OF THE XXXXX CAMPUS IN AT LEAST THE FOLLOWING STAGES: ADOPTING A FUNDING PLAN, HIRING AN ASSOCIATE ARCHITECT, AND GOING OUT FOR BIDS.
 - (8) REVIEW THE PERFORMANCE OF THE XXXXX CAMPUS DEAN/DIRECTOR; REPORT THE RESULTS OF SUCH REVIEWS ANNUALLY TO THE PROVOST; AND AT APPROPRIATE TIMES MAKE A RECOMMENDATION TO THE PROVOST REGARDING RENEWAL OF THE DEAN/DIRECTOR'S APPOINTMENT.
 - (9) COORDINATE WITH THE BOARD OF THE (CO-LOCATED TECHNICAL COLLEGE) IN ALL AREAS OF COMMON INTEREST.
- (B) THE HIRING, EVALUATION, PROMOTION, TENURE STATUS, DUTIES AND RESPONSIBILITIES, AND COMPENSATION OF FACULTY SHALL BE CONDUCTED IN ACCORDANCE WITH ESTABLISHED UNIVERSITY RULES AND THE XXXXX BOARD SHALL HAVE NO JURISDICTION WITH RESPECT TO THESE MATTERS.

(C) TO ENSURE THAT THE UNIVERSITY BOARD OF TRUSTEES MEETS ITS GOVERNANCE OBLIGATIONS UNDER OHIO LAW, THE XXXXX BOARD WILL BE ACCOUNTABLE, THROUGH THE PRESIDENT, TO THE UNIVERSITY BOARD.

(1) THE APPOINTMENT OF THE DEAN/DIRECTOR WILL BE APPROVED BY THE UNIVERSITY BOARD OF TRUSTEES IN ACCORDANCE WITH RULE NO. 3335-3-291 OF THE ADMINISTRATIVE CODE FOLLOWING CONSULTATION WITH THE XXXXX BOARD.

(2) RECOMMENDATIONS AND REPORTS OF THE XXXXX BOARD THAT REQUIRE THE UNIVERSITY BOARD OF TRUSTEES' REVIEW OR ACTION WILL BE COMMUNICATED IN A TIMELY MANNER TO THE UNIVERSITY BOARD THROUGH THE PRESIDENT.

(3) THE UNIVERSITY BOARD OF TRUSTEES WILL CONTINUE TO HOLD THE PRESIDENT RESPONSIBLE FOR THE CONDUCT OF ACADEMIC PROGRAMS AND FOR ENSURING THAT THE REGIONAL CAMPUS IS OPERATED IN A MANNER CONSISTENT WITH UNIVERSITY POLICY, AS WELL AS STATE AND FEDERAL LAW.

3335-115-03 MEETINGS

(A) REGULAR MEETINGS OF THE XXXXX BOARD SHALL BE HELD EACH MONTH, OR ON SUCH OTHER SCHEDULE AS MAY BE ESTABLISHED BY THE BOARD, AT TIMES WHICH SHALL BE SET AND PUBLICLY ANNOUNCED BY THE CHAIR.

(B) SPECIAL MEETINGS MAY BE CALLED AT THE DIRECTION OF THE CHAIR, OR SHALL BE CALLED BY THE CHAIR AT THE REQUEST OF THREE MEMBERS OF THE XXXXX BOARD, PROVIDED THAT NOTICE TO ALL BOARD MEMBERS SHALL BE GIVEN NOT LESS THAN FIVE DAYS PRIOR TO THE MEETING.

(C) EXCEPT AS OTHERWISE SPECIFIED IN THESE BYLAWS, ALL MEETINGS OF THE XXXXX BOARD AND ITS COMMITTEES SHALL BE CONDUCTED IN ACCORDANCE WITH THE LATEST REVISION OF "ROBERT'S RULES OF ORDER."

(D) MEETINGS OF THE XXXXX BOARD SHALL BE OPEN TO THE PUBLIC, EXCEPT FOR EXECUTIVE SESSIONS CALLED FOR REASONS PERMISSIBLE UNDER OHIO LAW.

- (E) A MAJORITY OF THE CURRENT CITIZEN MEMBERSHIP OF THE XXXXX BOARD SHALL BE NECESSARY FOR A QUORUM.
- (F) MOTIONS MAY BE PASSED BY A MAJORITY OF THE VOTING MEMBERS PRESENT.

3335-115-04 VACANCIES AND REMOVAL

- (A) VACANCIES SHALL BE FILLED BY THE UNIVERSITY BOARD OF TRUSTEES IN THE SAME MANNER AND SUBJECT TO THE SAME QUALIFICATIONS AS APPOINTMENTS FOR FULL TERMS.
- (B) MEMBERS OF THE XXXXX BOARD SERVE AT THE PLEASURE OF THE UNIVERSITY BOARD OF TRUSTEES.
- (C) ANY XXXXX BOARD MEMBER WHO HAS THREE UNEXCUSED ABSENCES FOR THREE SUCCESSIVE MEETINGS, OR FIVE UNEXCUSED ABSENCES IN ANY CALENDAR YEAR, SHALL BE A AUTOMATICALLY REMOVED.

3335-115-05 OFFICER

- (A) THE XXXXX BOARD SHALL SELECT A CHAIR, A VICE CHAIR, AND A SECRETARY. OFFICERS SHALL BE ELECTED ANNUALLY, BY JULY 1ST, BY THE XXXXX BOARD. NO OFFICER MAY SERVE MORE THAN TWO CONSECUTIVE ONE-YEAR TERMS IN THE SAME OFFICE.
- (B) THE CHAIR SHALL PRESIDE AT ALL MEETINGS OF THE BOARD, SHALL APPOINT MEMBERS OF ANY COMMITTEES CREATED BY THE BOARD, SHALL SERVE AS AN EX-OFFICIO MEMBER OF ALL STANDING AND SPECIAL COMMITTEES, SHALL APPROVE THE AGENDA FOR ALL BOARD MEETINGS, AND SHALL MAKE AN ANNUAL REPORT TO THE UNIVERSITY BOARD OF TRUSTEES AND SUCH OTHER REPORTS AS THE UNIVERSITY BOARD OF TRUSTEES MAY REQUIRE.
- (C) THE VICE CHAIR SHALL PERFORM THE DUTIES AND EXERCISE THE POWERS OF THE CHAIR DURING THE ABSENCE OF THE CHAIR OR IN THE EVENT OF THE CHAIR'S INABILITY TO ACT.
- (D) THE SECRETARY SHALL BE RESPONSIBLE FOR PRODUCING

AND MAINTAINING MINUTES OF BOARD MEETINGS, FOR KEEPING THE TRUSTEE MEMBER INFORMED ON BOARD ACTIVITIES AND CAMPUS ISSUES, AND FOR CONDUCTING CORRESPONDENCE OF THE BOARD.

3335-115-06 COMMITTEES

- (A) THE XXXXX BOARD SHALL ESTABLISH AN EXECUTIVE COMMITTEE, A FINANCE COMMITTEE, A CAMPUS FACILITIES AND PLANNING COMMITTEE, A STUDENT LIFE COMMITTEE, AND SUCH OTHER COMMITTEES AS IT MAY FROM TIME TO TIME DEEM ADVISABLE.
- (1) THE EXECUTIVE COMMITTEE SHALL CONSIST OF THE OFFICERS AND THE TRUSTEE MEMBER OF THE XXXXXBOARD. THE EXECUTIVE COMMITTEE SHALL HAVE THE POWER TO TRANSACT SUCH BUSINESS OF THE BOARD BETWEEN REGULAR MEETINGS OF THE BOARD AS THE BOARD MAY HEREINAFTER AUTHORIZE. ALL ACTIONS OF THE EXECUTIVE COMMITTEE SHALL BE REPORTED TO THE FULL BOARD AT ITS NEXT REGULAR MEETING.
- (2) THE FINANCE COMMITTEE SHALL CONSIST OF THREE BOARD MEMBERS APPOINTED ANNUALLY BY THE CHAIR OF THE BOARD.THE FINANCE COMMITTEE SHALL BE RESPONSIBLE FOR ADVISING THE XXXXX BOARD ON CAMPUS FINANCIAL MATTERS.
- (3) THE CAMPUS FACILITIES AND PLANNING COMMITTEE SHALL CONSIST OF THREE XXXXX BOARD MEMBERS, APPOINTED ANNUALLY BY THE CHAIR OF THE BOARD. IT WILL MONITOR THE CONDITION OF THE CAMPUS FACILITIES AND SHALL HAVE THE RESPONSIBILITY FOR LONG-RANGE CAMPUS PLANNING, AND FOR RECOMMENDING ADDITIONS, ALTERATIONS, REPAIR AND MAINTENANCE, AND CAPITAL BUILDING PROJECTS.
- (4) THE STUDENT LIFE COMMITTEE SHALL CONSIST OF THREE XXXXX BOARD MEMBERS, APPOINTED ANNUALLY BY THE CHAIR OF THE BOARD. IT WILL REVIEW ALL SERVICES PROVIDED TO STUDENTS TO ASSURE AN EFFECTIVE ENVIRONMENT FOR LEARNING AND A STRONG ORIENTATION TO CONSUMER SERVICE. THE COMMITTEE WILL EVALUATE REGISTRATION, FINANCIAL AID, ATHLETICS, CULTURAL AND STUDENT

ACTIVITY PROGRAMS AS WELL AS EXTRA-CURRICULAR PROGRAMS.

- (4 OR 5) THE XXXXX BOARD MAY, BY MAJORITY VOTE, ESTABLISH AD HOC COMMITTEES FOR PARTICULAR DEFINED PURPOSES AND PARTICULAR DEFINED DURATIONS.

3335-115-07 NOMINATIONS

- (A) THE XXXXX BOARD , IN CONSULTATION WITH THE CAMPUS DEAN/DIRECTOR, SHALL ANNUALLY NOMINATE TO THE UNIVERSITY BOARD PERSONS SUITABLE FOR APPOINTMENT OR REAPPOINTMENT TO THE XXXXX BOARD.
- (B) THE FOLLOWING CRITERIA SHALL GUIDE THE XXXXX BOARD IN ITS NOMINATIONS OF COMMUNITY MEMBERS:
- (1) RESIDES IN THE PRIMARY SERVICE AREA OF THE CAMPUS AND IS WELL ACQUAINTED WITH THE REGION;
 - (2) HAS A STRONG INTEREST IN THE XXXXX CAMPUS AND IN THE OHIO STATE UNIVERSITY;
 - (3) HAS A RECORD OF COMMUNITY SERVICE;
 - (4) CONSIDERATION SHOULD BE GIVEN TO NOMINATING INDIVIDUALS FROM DIVERSE PARTS OF THE SERVICE DISTRICT WITH DIVERSE PROFESSIONAL EXPERTISE AND PERSPECTIVES.
 - (5) EMPLOYEES OF THE UNIVERSITY, EMERITUS FACULTY OF THE UNIVERSITY, EMPLOYEES OF (CO-LOCATED TECHNICAL COLLEGE), AND MEMBERS OF THE BOARD OF (CO-LOCATED TECHNICAL COLLEGE) ARE INELIGIBLE TO SERVE AS CITIZEN MEMBERS.
- (C) STUDENT MEMBERS SHOULD BE STUDENTS IN GOOD STANDING, WITH AN ACTIVE INTEREST IN IMPROVING THE CAMPUS, WHO ARE WILLING TO INFORM THEMSELVES ABOUT AND REPRESENT THE CONCERNS OF OTHER STUDENTS.
- (D) NOMINATIONS WILL BE COMMUNICATED TO THE UNIVERSITY BOARD THROUGH THE PRESIDENT NO LATER THAN APRIL 20TH OF EACH YEAR SO THAT THE UNIVERSITY BOARD MAY MAKE APPOINTMENTS IN ITS MAY MEETING